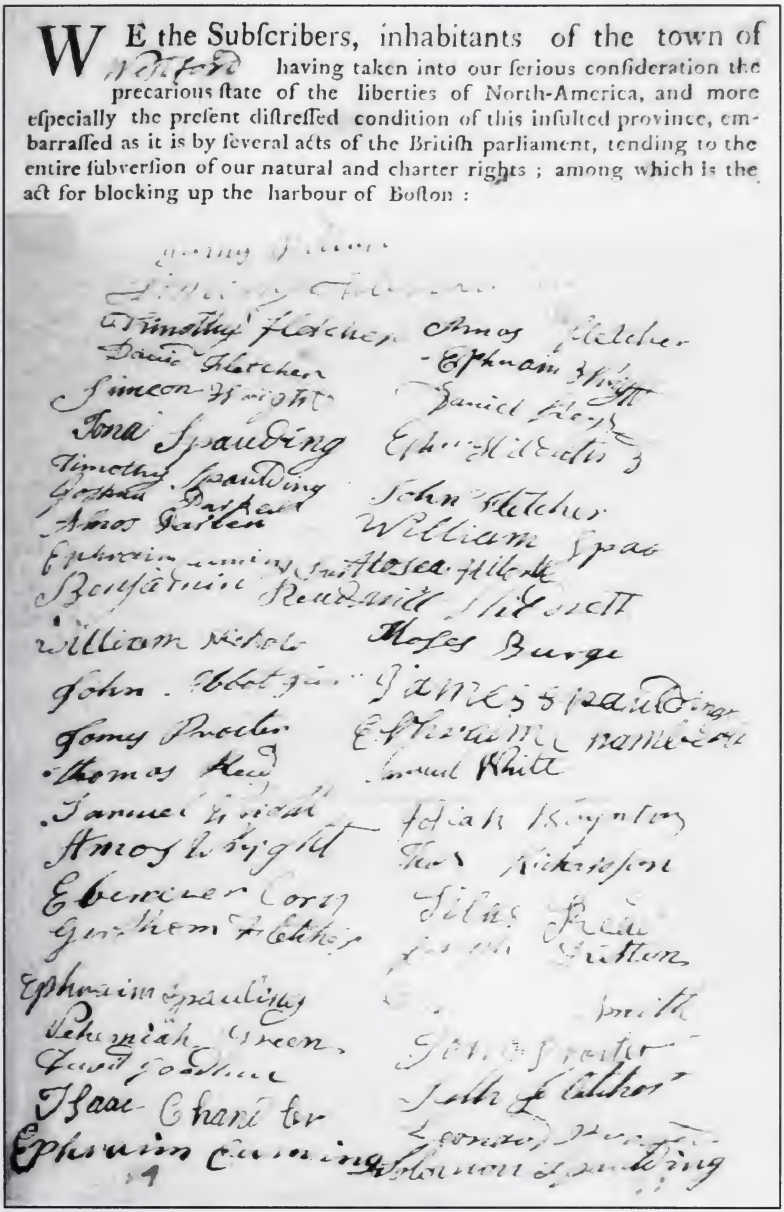
Town of Westford

Annual Report

For the Fiscal Year Ending June 30

2016



WE the Subſcribers, inhabitants of the town of Weſtford having taken into our ſerious conſideration the precarious ſtate of the liberties of North-America, and more eſpecially the preſent diſtreſſed condition of this inſulted province, embarraſſed as it is by ſeveral acts of the Britiſh parliament, tending to the entire ſubverſion of our natural and charter rights; among which is the act for blocking up the harbour of Boſton:

1774 Solemn League and Covenant

On the Cover

A Centennial –
In 1916, an historic document was returned to Westford

"There has recently come into the possession of the town library a very valuable paper dating back to 1774…

"The paper was called a Solemn League and Covenant. It has the original signatures of 207 citizens of Westford at that time. Just before it was drawn up, Great Britain had passed the obnoxious Boston port bill, closing up the port of Boston and stopping business.

"There is a bit of a story about it. It was presented to Westford library by Miss Mary Alice Tenney of Roxbury. It came to her with other family papers and after showing it to the president of the Colonial Society in Boston she decided to return it to the town from which it originally came. Her ancestors were Fletchers and two of them were signers of this paper."

The Westford Wardsman
as published in Turner's Public Spirit
Ayer Massachusetts, May 20, 1916

Cover photo of the Solemn League and Covenant
by Dan Lacroix, Westford Colonial Minutemen and
president of the Westford Historical Society

Town of Westford
Massachusetts

Annual Report

For the fiscal year ending June 30, 2016

Annual Town Meeting
Saturday, March 25, 2017

Annual Town Election
Tuesday, May 2, 2017

Citizen Activity Application Form

Town of Westford

Good Government Starts With You

If you are interested in serving on a Town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westfordma.gov. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date_____

Name _____

Address _____

Home Telephone_____Email _____

Amount of Time Available _____

Interest in What Town Committee _____

_____

_____

Present Occupation _____

Education Background _____

_____

Town Offices Held_____

_____

_____

Other Volunteer Positions _____

_____

Remarks _____

_____

In Memoriam

Jack Wrobel
1942 – 2016

Thirty Years of Town Service

After being on the Personnel Board for nine years beginning in 1983, Jack Wrobel was on the Board of Selectmen from 1992-2001. When Jack chose not to run for a fourth term, the Selectmen's report in the 2001 Annual Town Report noted,

> "Jack Wrobel retired from the Board of Selectmen after nine years of service. We will miss his creative approach to problem solving especially in preserving open space as his participation in the Drew Farm and Picking Farm preservation efforts amply demonstrate."

Jack was a member of the Drew Development Committee from 1987-1994 and the Drew Negotiating Committee in 1996 which resulted in the town meeting approving an agricultural restriction on the former Drew Farms on Boston Road. That same year, Jack joined the Picking/Gould Farm Negotiating Committee that brought the article to town meeting to conserve the property now known as Meadowbrook Farm.

After a three year "retirement," Jack was elected to the Board of Trustees of the J.V. Fletcher Library in 2004 and served nine years.

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Elected Officials as of June 30, 2016

BOARD OF HEALTH

3 – year term		*Term Expires*
Zac A Cataldo	121 Depot St	5/2017
Helen Fu	15 Chatfield Cir	5/2018
Susan M Hanley	26 Kirsi Cir	5/2016
Jillian L Lokere	103 Russells Way	5/2016
Michele Pitoniak-Crawford	15 Shelly Ln	5/2017

BOARD OF SELECTMEN

3 – year term		
Scott Hazelton	76 Nutting Rd	5/2019
Mark D Kost	7 Grassy Ln	5/2018
Andrea Peraner-Sweet	21 Kirsi Cir	5/2019
Kelly J Ross	7 Carriage Way	5/2017
Donald Siriani	59 Graniteville Rd	5/2017

HOUSING AUTHORITY

5 – year term		
Muriel T Drake	67 Tadmuck Rd	5/2018
Carol S Engel	26 Lowell Rd	5/2021
Corrine Ryan	93 Stony Brook Rd	5/2018

JV FLETCHER LIBRARY TRUSTEES

3 – year term		
Hajo W Koester	65 Providence Rd	5/2017
Robert D Price	18 Stratton Hill Rd	5/2017
Susan M Flint	7 Swanson Ln	5/2018
Marianne C Fleckner	23R Almeria Cir	5/2018
Elizabeth S Diercks	56 Depot St	5/2019
Kathleen A Canavan	3 Misty Ln	5/2019

MODERATOR

3 -year term		
Ellen Harde	39 Main St	5/2017

PLANNING BOARD

5 -year term		
Michael J Green	11 Hidden Valley Rd	5/2019
Dennis J Galvin	90 Concord Rd	5/2020
Kate Hollister	25 Vine Brook Rd	5/2021
Matthew Lewin	4 Misty Ln	5/2017
Darrin H Wizst	1 Noonan Way	5/2018

SCHOOL COMMITTEE

3 – year term		*Term Expires*
Avery Adam	87 Providence Rd	5/2018
Arthur F Benoit	26 Country Rd	5/2019
George T Clay	7 Ward Hill Rd	5/2019
David A Keele	10 Boston Rd	5/2017
Birgit E Kohl	4 Frances Hill Rd	5/2017
Terence J Ryan	7 Castle Rd	5/2018
Christopher P Sanders	4 Koala Bear Ln	5/2018

Appointed Officials as of June 30, 2016

AFFORDABLE HOUSING COMMITTEE

Appointed by Town Manager

2 – year term		*Term Expires*
Joan Croteau	10 Groton Rd	6/30/2017
Edith Fruscione	8 Starr Cir	6/30/2017
Karen Hudson	35 Carlisle Rd	6/30/2017
Kristen R Grueter	85 Acton Rd	6/30/2016
Chris Pude	8 Bradley Ln	6/30/2018
Jim Silva	98 Chamberlain Rd	6/30/2016
Drew Vernalia	10 Groton Rd	6/30/2016
3 – year term		
Robert F Downing	40 Nutting Rd	6/30/2018

AFFORDABLE HOUSING TRUST COMMITTEE

Appointed by Board of Selectmen

1 – year term		
John Parker	3 Cobbler Rd	6/30/2016
2 – year term		
Joseph P Diamond	7 Trailside Way	6/30/2016
Robert F Downing	40 Nutting Rd	6/30/2016
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2016
Robert J Waskiewicz	120 Groton Rd	6/30/2016

AGRICULTURAL COMMISSION

Appointed by Board of Selectmen

3 – year term		
Elizabeth Almeida	41 West St	6/30/2017
Danielle Battle	8 Providence Rd	6/30/2017
Christine Berthold	3 Hyacinth Dr	6/30/2017
Keith Bohne	31 Tadmuck Rd	6/30/2017
Kristin Cambray	8 Millstone Hill Rd	6/30/2017
Sharon Chew	12 Robinwood Cir	6/30/2017
Peter Cox	82 Main St	6/30/2017
Ellen Joseph	40 Flagg Rd	6/30/2017
Kimberly Liner	9 Tenney Rd	6/30/2017
Zoe Stapp	9 Connell Dr	6/30/2017

BOARD OF ASSESSORS

Appointed by Town Manager

Michael S Coravos	44 Brandon Cir	6/30/2017
Diane L Holmes	4 Pleasant St	6/30/2019
Titus A Palmer	15 Vose Rd	6/30/2018

BOARD OF CEMETERY COMMISSIONERS

Appointed by Town Manager

3 – year term		
Jonathan P Ash	13 Depot St	6/30/2018
R Bradley Potts	19R Main St	6/30/2017
Daniel Provost	27 Orchard St	6/30/2019
George P Rogers	60 Pleasant St	6/30/2019

BOARD OF WATER COMMISSIONERS
Appointed by Town Manager

3 – year term		*Term Expires*
Chauncey Chu, *alternate*	1 Green Needles Rd	6/30/2017
Elizabeth A Denly	458 Groton Rd	6/30/2017
Hugh C Maguire	127 Cold Spring Rd	6/30/2018
Titus A Palmer	15 Vose Rd	6/30/2017

BYLAW REVIEW COMMITTEE
Appointed by Board of Selectmen

3 – year term		
David B Chandler	26 Hillside Ave	6/30/2018
Peter D Dervan	1 Pleasant St	6/30/2017
No expiration date		
Kaari Mai Tari		

CAPITAL PLANNING COMMITTEE
Appointed by Town Manager

3 – year term		
Kathy Auth	5 Kylemore Dr	6/30/2017
Kelly J Ross	7 Carriage Way	6/30/2017
No expiration date		
Arthur Benoit	26 Country Rd	
John H Cunningham	4 Butternut Rd	
Mark D Kost	7 Grassy Ln	
Thomas J Mahanna	4 Butterfield Ln	
Dan O'Donnell	55 Main St	
Bill Olsen	23 Depot St	
Jodi Ross	55 Main St	

COMMISSION ON DISABILITY
Appointed by Town Manager

1 – year term		
Scott Hazelton	76 Nutting Rd	6/30/2016
3 – year term		
Raymond K Clark	47 Hildreth St	6/30/2017
Linda M Clifford	4 Cypress Rd	6/30/2017
Dawn F Dillon	2 Ward Hill Rd	6/30/2017
Janet C Horner	74 Nutting Rd	6/30/2017
Katherine L Phaneuf	7 Drawbridge Rd	6/30/2017
Patricia C Reppuci	15 Lucille Ave	6/30/2017
Marguerite F Sabatino	18 Lucille Ave	6/30/2017

COMMUNICATIONS ADVISORY COMMITTEE
Appointed by Board of Selectmen

1 – year term		
Robert Fesmire	149 Main St	6/30/2016
Jim Silva	98 Chamberlain Rd	6/30/2016
Tom Spuhler	232 Concord Rd	6/30/2016

COMMUNITY PRESERVATION COMMITTEE
Appointed by Board of Selectmen
3 – year term

		Term Expires
Chris Barrett	13 Vose Hill Rd	6/30/2018
John P Cunniffe	8 Patten Rd	6/30/2018
Marilyn Frank	6 Chamberlain Rd	6/30/2018
Kathleen A Healy	95 Main St	6/30/2018
Kate Hollister	25 Vine Brook Rd	6/30/2016
Bob S Jefferies	11 Boston Rd	6/30/2018
Christine M MacMillan	12 Maple St	6/30/2018
Robert D Price	18 Stratton Hill Rd	6/30/2019
Nancy Wimberg	8 Keyes Rd	6/30/2018

CONSERVATION COMMISSION
Appointed by Board of Selectmen
3 – year term

Robert Boonstra	13 Alcorn Crossing	6/30/2017
John Cunningham	4 Butternut Rd	6/30/2018
Eric Fahle	9 Long Sought For Pond Rd	6/30/2017
Marilyn Frank	6 Chamberlain Rd	6/30/2019
James Gozzo	6 Carolina Ln	6/30/2017
Ann Jefferies	11 Boston Rd	6/30/2018
Peter Mahler	25 Vine Brook Rd	6/30/2019

CONSTABLE
Appointed by Board of Selectmen
3 – year term

Patricia L Dubey	30 Pleasant St	6/30/2018
John R Sullivan	145 Plain Rd	6/30/2018
Kaari Mai Tari	55 Main St	6/30/2018

COUNCIL ON AGING
Appointed by Town Manager
3 – year term

Sandy Collins	3 Polley Rd	6/30/2016
Nancy Cook	25 N Main St	6/30/2016
Helena Crocker	34 West St	6/30/2016
Dorothy Hall	10 Highland Rd	6/30/2016
Patricia A Holmes	7 Church St	6/30/2016
Robert Tierney	10 Tallard Rd	6/30/2018
George Rogers	60 Pleasant St	6/30/2018
Kathryn S Wilson	55 Main St	6/30/2016

CULTURAL COUNCIL

Appointed by Board of Selectmen		*Term Expires*
Joan Bennett	74 Parkhurst Dr	6/30/2017
Denali Delmar	8 Dunstable Rd	6/30/2017
Prabhat Gupta	100 Hildreth St	6/30/2018
Erin D Heinhold	49 Hildreth St	6/30/2017
Yen Yen Lim	0 Shannon Cir	6/30/2018
Etienne M Marchione	6 Tower Rd	6/30/2018
Angela W McAlister	49 Flagg Rd	6/30/2018
Brian Pitts	2 Mulberry Ln	6/30/2018
Anita Tonkarn-Nguyen	9 Plain Rd	6/30/2018
Lynda B Vernalia	10 Groton Rd	6/30/2018

DESIGNER SELECTION COMMITTEE
ROUDENBUSH COMMUNITY CENTER REHABILITATION PROJECT

Appointed by Town Manager
1 – year term

Bill Chandnoit	65 Main St	6/30/2016
Lisa Cohen	7 Kylemore Dr	6/30/2016
Paul Descenza	3 Depot St	6/30/2016
Brenda J Grant	10 Wilson Ln	6/30/2016
William Kenison	55 Main St	6/30/2016
Patti Pichette	65 Main St	6/30/2016
Jeanne K Roberts	1 Hildreth St	6/30/2016
Corrine Rosseel	65 Main St	6/30/2016

ECONOMIC DEVELOPMENT COMMITTEE

Appointed by Board of Selectmen
3 – year term

Thomas P Barry	27 Stone Ridge Rd	6/30/2018
Ronald Caterino	45 Stone Ridge Rd	6/30/2018
Elia P Demetri	31 Stone Ridge Rd	6/30/2018
Chris Kluchman	55 Main St	6/30/2018
William R Nussbum	29 Stone Ridge Rd	6/30/2018
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2018
Jodi Ross	55 Main St	6/30/2018

EMERGENCY MANAGEMENT

Appointed by Town Manager
1 – year term

Joe Targ	55 Main St	6/30/2017
Tim Whitcomb	55 Main St	6/30/2017

ENERGY COMMITTEE
Appointed by Board of Selectmen
3 – year term

		Term Expires
Noel Almeida	41 West St	6/30/2019
Peter D Berson	8 Holly Ln	6/30/2017
Michael Berlinski	37 Crown Rd	6/30/2017
Vincent Florek	4 Tyler Rd	6/30/2017
Jeffrey Geller	68 Nutting Rd	6/30/2016
Stephen D Laroche	18 North St	6/30/2016
Juliette Mount	51 Boston Rd	6/30/2017
Paul L Mucci	11 Graniteville Rd	6/30/2018
Todd Palumbo	2 Emily Way	6/30/2017
Robert W Willis	7B Pilgrim Dr	6/30/2017

FENCE VIEWER
Appointed by Board of Selectmen
1 – year term

Brian Pitts	2 Mulberry Ln	6/30/2017
Albert Prescott	16 Lake Shore Drive North	6/30/2017

FINANCE COMMITTEE
Appointed by Moderator

Ellen Doucette	3 Brookview Dr	6/30/2016
Jeanne Drula	14 Hopkins Pl	6/30/2016
Heather Fitzpatrick	13 Shannon Cir	6/30/2018
Shankar Hegde	2 Mohegan Pl	6/30/2017
Gerald J Koehr	10 Deer Rim	6/30/2018
Ingrid Nilsson	6 Depot St	6/30/2016
Glen Secor	56R Pleasant St	6/30/2017
William Taffel	90 Cold Spring Rd	6/30/2018
Dennis Wrona	5 Sassafras Rd	6/30/2017

HISTORICAL COMMISSION
Appointed by Board of Selectmen
3 – year term

Brian G Alcorn	18 Boston Rd	6/30/2017
Roberta Connell	81 Hildreth St	6/30/2018
John P Cuniffe	8 Patten Rd	6/30/2017
Bruce Doran	4 Leland Rd	6/30/2017
Phil Gilbert	16 Frances Hill Rd	6/30/2017
Brenda Grant	10 Wilson Ln	6/30/2016
David Gutbrod	74 Depot St	6/30/2016
Brian Langenfeld	2 MacQuarrie Ln	6/30/2017
Robert E Stafford	22 Leland Rd	6/30/2017

INSURANCE ADVISORY COMMITTEE

Voted by Unions

No expiration date

Mark Chambers	53 Main St
John Emanouil	Non-resident
Marilyn Frank	6 Chamberlain Rd
Mary McCusker	65 Griffin Rd
Thomas McEnaney	53 Main St
Joan Mitchell	Non-resident
Sarah Regan	Non-resident
Glen Robinson	Non-resident

LOWELL REGIONAL TRANSIT AUTHORITY

Appointed by Board of Selectmen

No expiration date

Russsell J Badessa	30 Southgate Rd
Bernadette A Dureault	81 N Main St

MASTER PLAN IMPLEMENTATION COMMITTEE

Appointed by Planning Board

2 – year term		*Term Expires*
Misty Bergeron	40 Brookside Rd	6/30/2018
Joan C Croteau	10 Boutwell Hill Rd	6/30/2018
John Cunningham	4 Butternut Rd	6/30/2018
Dennis Galvin	90 Concord Rd	6/30/2018
Scott Hazelton	76 Nutting Rd	6/30/2018
Bob Krankewicz	15 Boston Rd	6/30/2018
Susan Spuhler	232 Concord Rd	6/30/2018
Tom Spuhler	232 Concord Rd	6/30/2018
Wendy Welsh	11 Edward Avenue	6/30/2018

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT

Appointed by Moderator, School Committee and Board of Selectmen

3 – year term

Warren Adam (alternate)	87 Providence Rd	3/31/2019
Ronald E Deschenes	86 Tadmuck Rd	3/31/2017
Emanuel Manolopoulos	11 Butternut Rd	3/31/2019

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT

Appointed by Board of Selectmen

1 – year term

Don Siriani	59 Graniteville Rd	6/30/2017

Appointed by Planning Board

2 – year term

Darrin Wizst	1 Noonan Way	6/30/2016

NORTHERN MIDDLESEX STORMWATER COLLABORATIVE

Appointed by Board of Selectmen

3 – year term		*Term Expires*
Richard J Barrett	47 Tadmuck Rd	6/30/2016
Paul Starratt	28 North St	6/30/2016

PARKERVILLE SCHOOLHOUSE COMMITTEE

Appointed by Town Manager

3 – year term

Heidi Hatke	78R Carlisle Rd	6/30/2018
Charles Kennedy	31 Old Lowell Rd	6/30/2016
June W Kennedy	31 Old Lowell Rd	6/30/2018
Florence Michaelides	Non-resident	6/30/2018
Bonnie Oliphant	3 Robinson Rd	6/30/2017
Roger Plaisted	175 Carlisle Rd	6/30/2018
John Wilder	61 Carlisle Rd	6/30/2018

PARKS & RECREATION COMMISSION

Appointed by Town Manager

3 – year term

Chris Barrett	13 Vose Hill Rd	6/30/2016
Augustus Bickford	95 N Main St	6/30/2017
Kevin A Caviston	14 Morning Glory Cir	6/30/2016
John M Clancy	61 Village View Rd	6/30/2018
Beverly M Doucette	48 Nabnasset St	6/30/2018
Ulrike S Kjellberg	1 Walter Cir	6/30/2017
Richard McCusker	13 Chippewa Rd	6/30/2016
John W McNamara	11 Hillside Ave	6/30/2018

PEDESTRIAN SAFETY COMMITTEE

Appointed by Board of Selectmen

3 – year term

Don Gayla	11 Mark Vincent Rd	6/30/2017
Sarah Gifford	44 Boston Rd	6/30/2018
Shari L O'Connor	3 Lambert Way	6/30/2017
Terence J Ryan	7 Castle Rd	6/30/2018

No expiration date

Chris Barrett	13 Vose Hill Rd
Peter Ewing	21 Old Homestead Rd
Scott Hazelton	76 Nutting Rd
Kate Hollister	25 Vine Brook Rd
Karen Hudson	35 Carlisle Rd
Robert Stafford	22 Leland Rd

PERMANENT TOWN BUILDING COMMITTEE
Appointed by Board of Selectmen

2 – year term		*Term Expires*
Morgan D Fannon	19 Moore Ave	6/30/2016
Gary Lavelle	2 Meadow Ln	6/30/2016
Kirk Ware	5 Granada Dr	6/30/2016
3 – year term		
Karen A Cavanagh	8 Dempsey Way	6/30/2017
Nancy J Cook	25 N Main St	6/30/2018
Paul Davis	6 Crest Dr	6/30/2017
Tom Ellis	5 Chicory Rd	6/30/2018
Thomas J Mahanna	4 Butterfield Ln	6/30/2017
Jeanne K Roberts	1 Hildreth St	6/30/2018

PERSONNEL ADVISORY COMMITTEE
Appointed by Board of Selectmen

3 – year term		
Joan E Bennett	74 Parkhurst Dr	6/30/2018
Susan M Flint	7 Swanson Ln	6/30/2018
Judith E Ramirez	14 Beaver Dam Dr	6/30/2018

PUBLIC WORKS INITIATIVE COMMITTEE
Appointed by Board of Selectmen

3 – year term		
Augustus Bickford	95 N Main St	6/30/2018
John Cunningham	4 Butternut Rd	6/30/2016
Eric Heideman	55 Main St	6/30/2019
Mark Kost	7 Grassy Ln	6/30/2019
Hugh Maguire	127 Cold Spring Rd	6/30/2016
Robert D Price	18 Stratton Hill Rd	6/30/2019
George Rogers	60 Pleasant St	6/30/2019
Terrance Ryan	7 Castle Rd	6/30/2019

RECORDS AND ARCHIVES COMMITTEE
Appointed by Town Manager

3 – year term		
Ellen Harde	39 Main St	6/30/2016
Pat Louch	82 Main St	6/30/2017
Sandy Martinez	95 Main St	6/30/2016
Virginia Moore	50 Main St	6/30/2017
Bob Oliphant	3 Robinson Rd	6/30/2016
Kaari Mai Tari	55 Main St	6/30/2016

RECYCLING COMMISSION

Appointed by Town Manager

3 – year term		*Term Expires*
Alan Bugos	3 Jocelyn Dr	6/30/2016
Kris Erickson	41 Keyes Rd	6/30/2016
Ellen S Harde	39 Main St	6/30/2018
Cynthia D Peraner	6 Churchill Ct	6/30/2018
Charles Stark	14 Christopher Rd	6/30/2016
Barbara D Theriault	8 Tadmuck Ln	6/30/2017
Susan Lavigne Thomas	7 Old Homestead Rd	6/30/2018

REGISTRARS OF VOTERS

Appointed by Board of Selectmen

3 – year term		
Phillip R McGee	2 Beaver Brook Rd	6/30/2017
Alisa Nakashian-Holsberg	6 Betty Ln	6/30/2018
Sheila Tucke	100 Chamberlain Rd	6/30/2019
No expiration date		
Kaari Mai Tai	55 Main St	

TAX POSSESION SALE COMMITTEE

Appointed by Board of Selectmen

Donald Costley	3 Phillips Dr	6/30/2019
Denali Delmar	8 Dunstable Rd	6/30/2017
David Earl	8B Old Colony Rd	6/30/2018
William Harman	10 Chamberlain Rd	6/30/2019
Ernest H Hyde	59 Depot St	6/30/2016
Paul Morris	1 Pleasant St	6/30/2019
Rose O'Donnell	8 Sassafras Rd	6/30/2019
Steve Sadowski	10 Evergreen Cir	6/30/2018

TOWN CENTER PARKING AND TRAFFIC STUDY COMMITTEE

Appointed by Board of Selectmen

1 – year term		
Emily A Benson	56 Main St	6/30/2016
Gail S Flannery	2 Court Rd	6/30/2017
Kristina V Greene	1 Chesapeake Dr	6/30/2017
Ellen Harde	39 Main St	6/30/2017
Pat Louch	82 Main St	6/30/2017
Shari L O'Connor	3 Lambert Way	6/30/2016
Andrea Peraner-Sweet	21 Kirsi Cir	6/30/2017
Milind Tamaskar	5 Erins Way	6/30/2017
Jeannette M Wilkinson	56R Main St	6/30/2016

TREAD COMMITTEE
Appointed by Town Manager
3 – year term

		Term Expires
Nancy J Cook	25 N Main St	6/30/2018
Sandy Collins	55 Main St	6/30/2018
Christine Collins	55 Main St	6/30/2018
Dorothy H Hall	10 Highland Rd	6/30/2018
Diane L Holmes	4 Pleasant St	6/30/2018

TOWN FOREST COMMITTEE
Appointed by Town Manager
3 – year term

Richard J Barrett	47 Tadmuck Rd	6/30/2016
Jim Gozzo	6 Carolina Ln	6/30/2016
Hugh C Maguire	127 Cold Spring Rd	6/30/2016

WESTFORD SCHOLARSHIP AND GRANT COMMITTEE
Appointed by Board of Selectmen
3 – year term

Julie Baudreau	23 Depot St	6/30/2018
William W Cruikshank	13 Butternut Rd	6/30/2018
Louis Esposito	57 Stone Ridge Rd	6/30/2018
Richard Hendl	10 Hayrick Ln	6/30/2018
Rosemarie Koester	65 Provdence Rd	6/30/2018
Andrea Mejia	23 Depot St	6/30/2018
Jonathan Myerov	58 Birch Rd	6/30/2018
Janet H Tortora	17 Chippewa Rd	6/30/2018

ZONING BOARD OF APPEALS
Appointed by Board of Selectmen
5 – year term

David R Earl (alt.)	8 Old Colony Dr	6/30/2020
Jay Enis	13 Pine Tree Trail	6/30/2018
Scott Fitzgerald (alt.)	49R Carlisle Rd	6/30/2021
Robert C Herrmann	101 Concord Rd	6/30/2019
James Kazeniac	4 Robbins Rd	6/30/2017
Paul MacMillan	12 Maple St	6/30/2020
Scott MacKay	7 Crown Rd	6/30/2021

General Meeting Times for Boards & Committees

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	2nd Wednesday	7:15 am	Town Hall
Affordable Housing Trust Fund	2nd Tuesday	7:30 am	Police Station Chief's Conference Room
Board of Health	2nd & 4th Monday (if needed)	7:00 pm	Town Hall
Board of Selectmen	2nd & 4th Tuesday	7:30 pm	Town Hall
Bylaw Review Committee	1st and 3rd Tuesday	7:30pm	Town Hall
Capital Planning Committee	Friday Mornings (no set schedule)	8:30 or 9:30am	Town Hall
Cemetery Commission	2nd Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	4th Tuesday	7:00 pm	Fletcher Library Mary Atwood Room
Conservation Commission	2nd & 4th Wednesday	7:30 pm	Town Hall
Council on Aging	2nd Wednesday	4:00 pm	Cameron Senior Center
Energy Committee	1st & 3rd Monday	7:00pm	Police Station Training Room
Historical Commission	3rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2nd Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1st Monday	7:00 pm	Fletcher Library
Nashoba Valley Technical High School	2nd Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1st Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1st & 3rd Monday	7:30 pm	Town Hall
Recycling Commission	2nd Thursday	7:00 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Millennium
Tax Possession Sale Committee	3rd Thursday	5:00pm	Town Hall
Water Commission	1st & 3rd Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3rd Wednesday	7:00 pm	Town Hall

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at www.westfordma.gov.

Annual Town Election – May 3, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Board of Selectmen (3 Year Term) - Vote for 2							
Blanks	46	47	67	59	45	40	304
John Scott HAZELTON	208	191	252	191	233	152	1,227
Andrea PERANER-SWEET	183	172	231	171	216	130	1,103
Anthony MARTINEZ III	75	78	104	71	75	70	473
Misc. Write Ins	0	0	0	2	1	0	3
TOTALS	512	488	654	494	570	392	3,110
Board of Health (3 Year Term)-Vote for 2							
Blanks	81	87	103	92	75	46	484
Susan M. HANLY	205	179	260	173	233	170	1,220
Stephanie D. GRANGER	136	132	179	130	175	133	885
C. Anastasia M.C. O'MALLEY	90	90	112	98	86	43	519
Misc. Write Ins	0	0	0	1	1	0	2
TOTALS	512	488	654	494	570	392	3,110
Housing Authority (3 Year Term)-Vote for 1							
Blanks	42	49	61	50	67	36	305
Carol S. ENGEL	214	195	266	196	216	160	1,247
Misc. Write Ins	0	0	0	1	2	0	3
TOTALS	256	244	327	247	285	196	1,555
Library Trustees (3 Year Term) - Vote for 2							
Blanks	93	89	132	97	140	86	637
Elizabeth S. DIERCKS	207	199	265	204	218	155	1,248
Kathleen A. CANAVAN	212	200	257	192	212	151	1,224
Misc. Write Ins	0	0	0	1	0	0	1
TOTALS	512	488	654	494	570	392	3,110
Planning Board (5 Year Term) - Vote for 1							
Blanks	41	45	69	40	67	52	314
Katherine M. HOLLISTER	214	193	256	206	217	141	1,227
Misc. Write Ins	1	6	2	1	1	3	14
TOTALS	256	244	327	247	285	196	1,555

ANNUAL TOWN ELECTION – MAY 3, 2016

School Committee (3 Year Term) - Vote for 2							
Blanks	99	103	148	93	141	86	670
Arthur F. BENOIT	209	198	251	203	212	157	1,230
George Thomas CLAY	204	187	255	197	216	149	1,208
Misc. Write Ins	0	0	0	1	1	0	2
TOTALS	512	488	654	494	570	392	3,110
Total Registered Voters	2,928	2,819	2,764	2,639	2,640	2,476	16,266
Precinct Totals:	256	244	327	247	285	196	1,555
Total Voter Turnout	8.7%	8.7%	11.8%	9.4%	10.8%	7.9%	9.6%

DEMOCRATIC PRESIDENTIAL PRIMARY — MARCH 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference (Vote for One)							
Blanks	0	2	6	1	1	0	10
Bernie SANDERS	412	458	425	408	394	305	2,402
Martin O'MALLEY	0	3	2	5	2	5	17
Hillary CLINTON	370	359	351	386	365	298	2,129
Roque "Rocky" DE LA FUENTE	3	0	0	1	0	0	4
No Preference	2	3	5	3	3	3	19
Misc. Write Ins	4	2	3	0	1	2	12
TOTALS	791	827	792	804	766	613	4,593
State Committee Man (Vote for One Man)							
Blanks	223	215	225	230	216	171	1,280
Curtis J. LeMAY	564	610	565	574	547	440	3,300
Misc. Write Ins	4	2	2	0	3	2	13
TOTALS	791	827	792	804	766	613	4,593
State Committee Woman (Vote for One Woman)							
Blanks	219	210	221	218	207	158	1,233
Jennifer L. MIETH	569	616	569	586	557	454	3,351
Misc. Write Ins	2	1	2	0	2	1	8
Alicia Daniele	1						1
TOTALS	791	827	792	804	766	613	4,593
Town Committee (Vote for not more than 35)							
Blanks	451	444	424	412	444	319	2,494
GROUP	340	383	366	392	322	294	2,097
TOTALS	791	827	790	804	766	613	4,591
Individual members							
Blanks	23,013	23,685	22,692	22,860	22,346	17,627	132,223
Marilyn FRANK	427	467	462	459	393	331	2,539
Roberta J. CONNELL	375	432	411	438	359	317	2,332
Catherine B. RICKETSON	375	412	390	414	346	304	2,241
Carmine M. TOCCI	373	418	392	415	350	304	2,252
James ARCIERO	522	559	555	565	494	392	3,087
Christopher J. ALPHEN	368	423	385	419	343	298	2,236

DEMOCRATIC PRESIDENTIAL PRIMARY – MARCH 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Kathleen A. HEALY	412	472	455	464	425	341	2,569
Augustus P. BICKFORD	358	406	383	412	338	302	2,199
Beverly A. WOODS	365	416	384	420	354	315	2,254
Donald Louis SIRIANI	374	434	407	427	366	312	2,320
Philip R. McGEE	358	407	388	428	343	302	2,226
Sheila M. TUCKE	363	410	412	419	345	308	2,257
Misc. Write-Ins	2	4	4	0	8	2	20
TOTALS	27,685	28,945	27,720	28,140	26,810	21,455	160,755
Total Democratic Ballots cast	791	827	792	804	766	613	4,593
Total Registered Democrats	623	646	563	574	578	499	3,483
TOTAL REGISTERED VOTERS	2,884	2,796	2,750	2,626	2,629	2,447	16,132
Total Voter Turnout (all primaries)	1,527	1,483	1,475	1,391	1,452	1,187	8,515
% Voter Turnout	53%	53%	54%	53%	55%	49%	53%

Republican Presidential Primary – March 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference							
Blanks	2	0	1	4	3	1	11
Jim GILMORE	0	0	0	1	3	0	4
Donald J. TRUMP	250	286	309	206	266	245	1,562
Ted CRUZ	72	53	45	47	58	47	322
George PATAKI	0	0	2	0	0	0	2
Ben CARSON	13	11	13	12	21	13	83
Mike HUCKABEE	1	0	1	1	0	1	4
Rand PAUL	1	1	0	4	3	5	14
Carly FIORINA	1	0	4	1	3	0	9
Rick SANTORUM	0	0	1	0	0	0	1
Chris CHRISTIE	1	2	1	1	3	2	10
Marco RUBIO	189	129	146	125	150	145	884
Jeb BUSH	5	6	2	6	10	4	33
John R. KASICH	198	154	155	177	155	97	936
No Preference	0	2	2	0	1	4	9
Misc. Write Ins	0	8	0	0	4	0	12
TOTALS	733	652	682	585	680	564	3,896
State Committee Man							
Blanks	87	56	62	59	53	74	391
Dennis J. GALVIN	573	540	552	488	555	441	3,149
Jordan John GYS	70	56	68	38	70	49	351
Misc. Write Ins	3	0	0	0	1	0	4
Ryan a. Sennott					1		1
TOTALS	733	652	682	585	680	564	3,896
State Committee Woman							
Blanks	129	90	109	87	85	99	599
Sheila C. HARRINGTON	350	357	328	312	384	293	2,024
Georjann A. McGAHA	254	204	245	186	211	172	1,272
Misc. Write Ins	0	1	0	0	0	0	1
TOTALS	733	652	682	585	680	564	3,896

REPUBLICAN PRESIDENTIAL PRIMARY – MARCH 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Town Committee							
Blanks	455	407	444	327	400	377	2,410
GROUP	278	245	238	258	280	187	1,486
TOTALS	733	652	682	585	680	564	3,896
Blanks	20,523	18,221	19,401	15,740	18,708	16,169	108,762
Valerie A. WORMELL	405	335	313	337	358	249	1,997
Dennis J. GALVIN	461	421	384	377	427	322	2,392
Kathleen M. GALVIN	363	324	308	326	345	247	1,913
Robert H. MASOW	303	265	264	285	299	204	1,620
Dawn R. GILLOGLY	295	264	263	282	304	198	1,606
Harry I. GILLOGLY	289	265	251	284	299	195	1,583
Alisa A. NAKASHIAN-HOLSBERG	284	255	261	279	299	221	1,599
Wade T. FOX	291	289	260	285	300	201	1,626
Carolyn P. RICCIARDI	286	267	269	287	306	238	1,653
Alan Stuart RUBIN	266	262	254	277	299	198	1,556
M. Catherine PANETTA	308	268	264	294	305	202	1,641
Thomas J.M. WEAVER	319	278	269	296	302	210	1,674
Kristiaan B. LOKERE	285	265	268	279	300	237	1,634
Tina POIST	395	286	270	289	316	210	1,766
James BALTAYAN	293	267	280	281	309	227	1,657
Michael S. ERACLEO	286	285	290	277	317	212	1,667
Misc. Write-ins	3	3	1	0	7	0	14
TOTALS	25,655	22,820	23,870	20,475	23,800	19,740	136,360
Total Republican Ballots cast	733	652	682	585	680	564	3,896

Republican Presidential Primary – March 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Total Reg. Republicans	395	371	395	405	371	296	2,233
TOTAL REGISTERED VOTERS	2,884	2,796	2,750	2,626	2,629	2,447	16,132
Total Voter Turnout (all primaries)	1,526	1,482	1,465	1,393	1,452	1,187	8,505
% Voter Turnout	53%	53%	53%	53%	55%	49%	53%

GREEN-RAINBOW PRESIDENTIAL PRIMARY – MARCH 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference							
Blanks	0		0	0	0	0	0
Sedinam Kinamo Christin Moyowasifza CURRY	0		0	0	0	0	0
Jill STEIN	0		0	3	2	0	5
William P. KREML	0		0	0	0	0	0
Kent MESPLAY	0		0	0	0	0	0
Darryl CHERNEY	0		0	0	0	0	0
No Preference	1		1	0	0	0	2
Misc. Write Ins	0		0	0	0	1	1
TOTALS	1	0	1	3	2	1	8
State Committee Man							
Blanks	1		1	3	2	1	8
Misc. Write Ins	0		0	0	0	0	0
TOTALS	1	0	1	3	2	1	8
State Committee Woman							
Blanks	1		1	3	2	1	8
Misc. Write Ins	0		0	0	0	0	0
TOTALS	1	0	1	3	2	1	8
Town Committee							
Blanks	10		10	30	20	10	80
Misc. Write Ins	0	0	0	0	0	0	0
TOTALS	10	0	10	30	20	10	80
TOTAL REGISTERED VOTERS	2255	2369	2525	2445	2658	2319	14571
Total Green-Rainbow ballots cast	1	0	1	3	2	1	8
Total Reg. Green-Rainbow	1	2	2	2	1	2	10
TOTAL REGISTERED VOTERS	2,884	2,796	2,750	2,626	2,629	2,447	16,132
Total Voter Turnout	1,519	1,482	1,462	1,391	1,452	1,187	8,493
% Voter Turnout	53%	53%	53%	53%	55%	49%	53%

UNITED INDEPENDENT PRESIDENTIAL PRIMARY – MARCH 1, 2016

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference							
Blanks	0	0	1	1	1	3	6
No Preference	1	1	2	0	0	3	7
Misc. Write Ins	8	3	1	0	3	3	18
Bernie Sanders							0
TOTALS	9	4	4	1	4	9	31
State Committee Man							
Blanks	8	4	4	1	4	8	29
Misc. Write Ins	1	0	0	0	0	1	2
TOTALS	9	4	4	1	4	9	31
State Committee Woman							
Blanks	8	4	4	1	4	9	30
Misc. Write Ins	1	0	0	0	0	0	1
TOTALS	9	4	4	1	4	9	31
Town Committee							
Blanks	89	40	40	10	40	86	305
Misc. Write Ins	1	0	0	0	0	4	5
TOTALS	90	40	40	10	40	90	310
TOTAL REGISTERED VOTERS	2255	2369	2525	2445	2658	2319	14571
Total United Independent ballots cast	9	4	4	1	4	9	31
Total Reg. United Independent	10	6	6	5	10	11	48
TOTAL REGISTERED VOTERS	2,884	2,796	2,750	2,626	2,629	2,447	16,132
Total Voter Turnout	1,519	1,482	1,463	1,391	1,452	1,187	8,494
% Voter Turnout	53%	53%	53%	53%	55%	49%	53%

Special Town Meeting Minutes – October 19, 2015

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 19, 2015, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 7:33 pm with at least 200 voters present at the meeting. A total of 381 voters attended Town Meeting.

It was voted unanimously to allow department heads, staff, Town Counsel and consultant Jack Glassman who are nonvoters to address the meeting and sit with their respective boards and committees.

It was voted unanimously to waive the reading of the motions with the exception of the motion under Article 8 and accept those printed in the yellow document entitled October 19, 2015 Special Town Meeting Motions and on file at the Town Clerk's Office as official.

The Moderator then recognized Finance Committee Chair Jean Drula who outlined the process by which Finance Committee members review warrant articles before taking positions on them. She invited the public to attend meetings and encouraged input. She then thanked former Finance Committee members Jim Conry, Joan Bennett and Mark Kost for their service. After eight years on Finance Committee (two as chair), Mark Kost was elected to the Board of Selectmen in May of 2015.

Article 1: Approve Unpaid Bills from Previous Fiscal Year(s)
It was voted unanimously that the Town appropriate from Free Cash the sum of $9,938.87 (NINE THOUSAND NINE HUNDRED THIRTY EIGHT DOLLARS AND EIGHTY SEVEN CENTS) to pay for unpaid bills of prior fiscal years from National Grid for services incurred by the 424 Street Lights Department in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

Article 2: Approve Fiscal Year 2016 Budget Adjustments
It was voted unanimously that the Town raise and appropriate the sum of $179,000 (ONE HUNDRED SEVENTY NINE THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2016 Operating Budgets:

151 Legal Expenses	$125,000
155 Technology Expenses	$54,000

And further

It was voted that the Town reduce the following Fiscal Year 2016 Operating Budgets by $625,000 (SIX HUNDRED TWENTY FIVE THOUSAND DOLLARS) as follows:

300 Westford Public Schools	$260,000
424 Street light Expenses	$15,000
543 Veterans Services	$20,000
710 Non-Excluded Debt Service	$330,000

And further

It was voted unanimously that the Town reduce the Water Enterprise Fiscal Year 2016 Operating Expense Budget by the sum of $20,000 (TWENTY THOUSAND DOLLARS).

Article 3: Approve Fiscal Year 2016 Budget Transfers
It was voted unanimously that the Town dismiss this article as there not any transfers needed at this time.

Article 4: Appropriate to the Stabilization Fund
It was voted unanimously that the Town appropriate from Free Cash the sum of $1,000,000 (ONE MILLION DOLLARS) to be deposited into the Stabilization Fund, established under Massachusetts General Laws, Chapter 40, Section 5B.

Article 5: Purchase Two Storage Trailers for Emergency Shelters and Emergency Response Supplies
It was voted unanimously that the Town dismiss this article as grant funding was acquired for this purchase.

Article 6: Reduce Amount Raised by Taxes in Fiscal Year 2016
It was voted unanimously that the Town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2016;

$ 36,662.66	From Fund Balance Designated for Debt Exclusion Reduction
$ 50,000.00	From Ambulance Enterprise Retained Earnings

Article 7: Approve Community Preservation Committee Recommendations
It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum $378,250 (THREE HUNDRED SEVENTY EIGHT THOUSAND TWO HUNDRED FIFTY DOLLARS) as follows:

$378,250	From Undesignated Fund Balance For historic preservation or rehabilitation purposes in connection with the 12 North Main Street Stabilization Phase 1 project and any other related costs, and to authorize the Board of Selectmen to convey a historical preservation restriction on the property.	12 North Main Street Task Force

Article 8: ADA Compliant Sidewalks on a Portion of Main Street (by petition)
The following motion was made and seconded but failed for lack of majority:

To see if the Town will vote to incorporate a five foot (5') wide sidewalk, compliant with the American With Disabilities Act, along one side of Main Street for the entire length of Main Street between Depot Street and Tadmuck Road while the Town is fixing Main Street water main.

ARTICLE 9: Authorize Board of Selectmen to Accept Easement on Depot Street
It was voted to dismiss the Article relative to an easement on the site of the Westford Knight as the terms of the easement were not yet finalized.

ARTICLE 10: Authorize the Board of Selectmen to Acquire by Gift a Vacant Parcel of Land Located off of 64 Main Street and Transfer Said Parcel From the Board of Selectmen to the Conservation Commission
It was voted by a two-thirds declared majority that the Town authorize the Board of Selectmen to acquire by gift from David A. Guthrie and Christopher H. Finneral, for general municipal purposes, on such terms and conditions as the Selectmen deem appropriate, a vacant parcel of land shown as Parcel A on a plan of land entitled "Plan of Land 64 Main Street, Westford, MA," prepared by ALAN Engineering, L.L.C., which plan is recorded with the Middlesex North District Registry of Deeds at Plan Book 240, Plan 9, said parcel containing 19.485 acres, more or less; and, the Board of Selectmen having determined that said property is surplus, that the Town further vote to transfer the care, control and custody of said property from the Board of Selectmen to the Conservation Commission, to be held pursuant to Chapter 40, Section 8C, and further to authorize the Board of Selectmen to execute any and all documents and instruments as may be necessary or convenient to effectuate the purpose of this Article.

ARTICLE 11: Accept Aldrich Lane as Public Way
It was voted unanimously that the Town accept the layout of Aldrich Lane, as shown on a plan entitled "Street Acceptance Plan Aldrich Lane Westford, MA," dated December 1, 2014, prepared by ALAN Engineering, L.L.C., said plan on file with the Town Clerk, as a Town public way pursuant to Massachusetts General Laws Chapter 82.

Having no further business to conduct, it was voted to adjourn Special Town Meeting at 9:24pm.

A true copy attest:

Kaari Mai Tari
Town Clerk

Annual Town Meeting Minutes – April 2, 2016

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, April 2, 2016, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the 287th meeting to order at 10:00 am. A total of 481 voters were in attendance.

It was voted unanimously to allow consultants, Town Counsel, and staff who are not residents to sit with their respective boards on the floor of Town Meeting and to address the meeting.

It was voted to waive the reading of the motions and accept as the official motions the document printed on green paper dated and filed with the Town Clerk on April 1, 2016.

The printed motions begin with the following note from the Moderator:
"Demeaning words should never be used as substitute for intelligent discourse."
- The Rev. Federico Serra-Lima 1996

It was announced that if needed, Town Meeting would convene to Monday night at 7:00pm.

ARTICLE 1: Accept Town Reports
It was voted unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2015.

Parks & Recreation Commission members Kasey Caviston (Chair) and Beverly Doucette presented the Recreation Master Plan report.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 2: Approve Unpaid Bills from Previous Fiscal Year(s)
It was voted unanimously that the Town appropriate from Free Cash the sum of $1,900 (ONE THOUSAND NINE HUNDRED DOLLARS) to pay for unpaid bills of prior fiscal years from Boston Area Police Emergency Radio Network (BAPERN) for membership dues and remote line and maintenance fees for interagency radio communications within the Commonwealth of Massachusetts in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 64.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 3: Approve Fiscal Year 2016 Supplemental Appropriations
It was voted unanimously that the Town appropriate from Free Cash the sum of $149,000 (ONE HUNDRED FORTY NINE THOUSAND DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2016:

423 Snow & Ice	$122,000.00
155 Technology	$27,000.00

Selectmen (4-0) and Finance Committee (7-0)

ARTICLE 4: Approve Fiscal Year 2016 Budget Transfers
It was voted unanimously to dismiss Article 4.
Selectmen recommend (4-0) and Finance Committee recommends (7-0)

ARTICLE 5: Appropriate Funds For the Westford Superior Officers Association to Fund the Fiscal Years 2014-2016 Contract Settlement
It was voted that the Town appropriate from Free Cash the sum of $208,535.18 (TWO HUNDRED EIGHT THOUSAND FIVE HUNDRED THIRTY FIVE DOLLARS AND EIGHTEEN CENTS) to pay for Police Department personnel expenses required according to the collective bargaining agreement with the Westford Superior Officers Association for fiscal years 2014 through 2016 including wages and benefits awarded by the Joint Labor Management Committee as part of an arbitration settlement.

A motion was made and seconded to reduce the amount to be funded by an amount advised by the Town (relating to holiday pay). The motion was ruled to be out of order by the Moderator because the sum provided in the motion was the result of arbitration and could only be voted for or against.
In accordance with Mass General Laws, Chapter 1078 of the Acts of 1973 section 4A, the Selectmen are required to support this article.
Finance Committee recommends (7-0)

ARTICLE 6: Appropriate from Insurance Receipts Reserved for Repairs to the Westford Academy Building Located at 30 Patten Road
It was voted unanimously that the Town appropriate from insurance receipts reserved in accordance with Massachusetts General Laws Chapter 44, Section 53 the sum of $12,337.14 (TWELVE THOUSAND THREE HUNDRED THIRTY SEVEN DOLLARS AND FOURTEEN CENTS) to the Westford Public Schools General Fund budget and $12,483.10 (TWELVE THOUSAND FOUR HUNDRED EIGHTY THREE DOLLARS AND TEN CENTS) to the School Lunch Fund (Fund 220) for repairs and related expenses caused by water damage at the Westford Academy building located at 30 Patten Road.
Selectmen recommend (5-0) and Finance Committee recommends (9-0)

Articles 15, 16 and 18 were then approved by a majority under a consent agenda, there being no anticipated discussion.

Town Manager Jodi Ross then reported on the State of the Town.

ARTICLE 7: Approve Capital Appropriations (corrected)
Motion 1: It was voted that the Town appropriate from Free Cash the sum of $1,535,257 (ONE MILLION FIVE HUNDRED THIRTY FIVE THOUSAND TWO HUNDRED FIFTY SEVEN DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	*AMOUNT*	*PURPOSE*
Technology	40,000	Network Upgrades
Technology	313,000	School Computer Replacement
Technology	34,000	Town Computer Replacement
Police	127,027	Police Portable Radio Replacement
Fire	130,080	Fire Portable Radio Replacement
Fire	39,800	Deputy Chief Vehicle
Building	23,500	Building Department Vehicle
School	265,000	Phase 2 System-wide Security Cameras
School	46,540	School Plow Truck/Sander
Engineering	35,000	Roadway Safety Audit for 4 High Priority Areas: Carlisle Rd @ Griffin Rd, Concord Rd @ Carlisle Rd, Plain Rd @ Depot St, Abbot Rd @ Town Farm Rd
Engineering	80,000	Stormwater Permit Compliance
Engineering	50,000	Design of the culvert on Groton Road east of Oak Hill Road
Engineering	125,000	Design of the culvert located on Beaver Brook Road
Wastewater Management	30,000	Westford Academy/Crisafulli School Leach Field Testing
Highway	196,310	6 Wheel Plow Truck

And further

That the Town appropriate from Water Enterprise Retained Earnings the sum of $1,853,312 (ONE MILLION EIGHT HUNDRED FIFTY THREE THOUSAND THREE HUNDRED TWELVE DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	*AMOUNT*	*PURPOSE*
Water Enterprise	1,370,000	Main St. Water Distribution System Improvements
Water Enterprise	300,000	Design Engineering for Prospect Hill Water Storage Tank Replacement
Water Enterprise	42,095	Multi-Tool Tractor
Water Enterprise	41,217	SCADA Radio Upgrade
Water Enterprise	100,000	Standby Generator Additional Funding

And further

That the Town appropriate from Ambulance Enterprise Retained Earnings the sum of $31,540 (THIRTY ONE THOUSAND FIVE HUNDRED FORTY DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	*AMOUNT*	*PURPOSE*
Ambulance Enterprise	17,365	Infusion Pumps
Ambulance Enterprise	14,175	Liquid Spring Suspension

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

Motion 2: It was voted by a two-thirds declared majority that the Town appropriate the sum of $1,895,000 (ONE MILLION EIGHT HUNDRED NINETY FIVE THOUSAND DOLLARS) for the reconstruction of Main Street with the option of installation of a sidewalk and crosswalks per the Main Street conceptual sidewalk plan dated March 18th, 2016, if possible within the appropriation, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

The underlined language was an approved amendment to the original motion by a declared two-thirds majority vote. A prior amendment was passed by a counted vote of 146 to 125. That first amendment was later negated by the Moderator and revoted because the proper wording of the amendment had not been presented to the voters. The original amendment that was first voted was missing the words: ", if possible within the appropriation," to reflect the intent of the meeting that more money not be spent. The corrected amendment passed by a majority voted and then the final motion as amended passed by a two-thirds majority as declared by the Moderator.

The following Water Department line item under motion 1 was tabled until the rest of the article was approved. It was later passed by majority vote.

DEPARTMENT	*AMOUNT*	*PURPOSE*
Water Enterprise	1,370,000	Main St. Water Distribution System Improvements

Amendments that did not pass

Motion 1: An amendment was made and seconded to add the following words: "None of the funds allocated under this expenditure may be used for the installation of water mains greater than 8 inches in diameter or the deviation of the present course of the water mains running from Depot to Tadmuck or the modification or destruction of the "cow crossing" extending underneath Main St. from 93 Main St. to 88 Main St. The amendment failed for lack of majority.

Motion 2: To delete the words "$1,895,000 (ONE MILLION EIGHT HUNDRED NINETY FIVE THOUSAND DOLLARS) for the reconstruction of Main Street," and

replace it with "2,105,000 (TWO MILLION ONE HUNDRED AND FIVE THOUSAND DOLLARS) for the reconstruction of Main Street and installation of a sidewalk and crosswalks per the Main Street conceptual sidewalk plan dated March 18th, 2016,". The amendment failed for lack of majority by counted vote: 150 opposed; 145 in favor.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)
Selectmen recommended 4-1
and Finance Committee recommended 8-1 on the amended motion

Gordon B. Seavey Award: Kerry Clery, Assistant Superintendent of Curriculum and Instruction for the Westford Public Schools, presented the Gordon B. Seavey Award to Charlie Trantanella. Nominated by Kevin Regan, Day School Principal, Mr. Trantanella was a parent volunteer at the school math club for six years. In addition to advising students, he designed many math puzzles, games and problems that were used in the club. These age appropriate, yet challenging activities are still used and enjoyed by math club participants today. Recently members had to confer with him on a problem he designed that was difficult to solve. He also coached Westford Spring and Summer baseball teams and has been involved in the community as a whole.

At 12:30pm, Town Meeting adjourned for lunch, returning at 1:30pm.

ARTICLE 7: Approve Capital Appropriations, continued
Motion 3: It was voted by a two-thirds declared majority that the Town appropriate the sum of $510,725 (FIVE HUNDRED TEN THOUSAND SEVEN HUNDRED TWENTY FIVE DOLLARS) for the design, survey, and construction of a sidewalk on Plain Road from Nutting Road to Poplar Road and for the survey of a sidewalk extension on Concord Road to the Colonel John Robinson School, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or Section 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

Selectmen recommend (4-1) and Finance Committee recommends (8-1)

ARTICLE 8: Appropriate Funds for Pedestrian and Traffic Improvements to the Town Center
It was voted that the Town appropriate from Free Cash the sum of $13,000 (THIRTEEN THOUSAND DOLLARS) to pay for professional services for the design and implementation of traffic and pedestrian improvements for the Town Center in accordance with recommendations from the Town Center Parking and Traffic Study Committee.

Selectmen recommend (4-0) and Finance Committee recommends (9-0)

ARTICLE 9: Authorize the Board of Selectmen to Sell the Town Farm Building Located at 35 Town Farm Road
It was voted by a two-thirds declared majority that the Town vote to transfer from the Board of Selectmen for general municipal purposes to the Board of Selectmen for both general municipal purposes and conveyance, Assessor's Map 24, Parcel 23 (commonly known as the "Town Farm") and property, adjacent thereto, Assessor's Map 24, Parcel

22, being the site of a fire station; and, further, to authorize the Board of Selectmen to convey all or a portion of said properties, pursuant to General Laws Chapter 30B, §16, on such terms and conditions as the Board of Selectmen shall determine, and to require as a condition of sale that the board accept a historical preservation restriction on the building located upon Assessor's Map 24, Parcel 23 (the Town Farm), said conveyance to be for such consideration as the Board of Selectmen shall deem appropriate, including nominal consideration.

Selectmen recommend (5-0) and Finance Committee recommends (8-0-1)

The original motion was amended with the language that is underlined above. The amendment passed by a majority vote.

A motion was made and seconded to dismiss the motion in order to allow for further study and bring back to a future town meeting. That motion failed for lack of majority.

A motion was made and seconded to spend money only to maintain the building in its current state until a suitable buyer is found. The Moderator ruled that motion to be beyond the four corners of the article and therefore out of order.

ARTICLE 10: Authorize the Selectmen to Enter a Lease for the Office and Programming Space for the Parks, Recreation, and Cemetery Departments and Appropriate Funds for the First Year of the Lease

It was voted unanimously that the Town dismiss Article 10.

Selectmen recommend (4-0) and Finance Committee recommends (7-0)

It was then voted to take Article 27 out of order.

ARTICLE 27: Rename the Nabnasset Elementary School Gymnasium in Recognition of Frank Bishop

It was voted unanimously that the Town name the Nabnasset Elementary School gymnasium the "Frank Bishop Gymnasium" in recognition of his service to the community as a Physical Education Teacher.

Selectmen recommend (5-0)

ARTICLE 11: Approve Community Preservation Committee Recommendations

It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum $1,054,960 (ONE MILLION FIFTY FOUR THOUSAND NINE HUNDRED SIXTY DOLLARS) as follows:

$215,935	From Undesignated Fund Balance to the Community Housing Reserve to the Community Housing Reserve This allocation more than covers the required 10% for Community Housing.	Community Housing Reserve
$8,000	From Fund Balance Reserved for Historic Resources For the placement of two historic properties on the National Register and any other related costs.	Historical Commission

$171,025	From Community Housing Reserve For structural fill materials and removal of unsuitable organic materials at the Residence at Stony Brook II and any other related costs.	Common Ground Development Corporation
$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
$20,000	From Community Housing Reserve To hire a consultant for a Subsidized Housing Inventory (SHI) safe harbor land analysis and any other related costs.	Affordable Housing Trust
$10,000	From Community Housing Reserve For a Housing Production Plan, in order to receive safe harbors in accordance with Chapter 40B and any other related costs.	Affordable Housing Committee
$170,000	From Community Housing Reserve For the construction of two affordable housing properties located at 75 Graniteville Rd and any other related costs.	Habitat for Humanity of Greater Lowell
$270,000	From Undesignated Fund Balance For funding the design fees to produce options associated with the rehabilitation of the Roudenbush building located at 65 Main St and any other related costs.	Historical Commission

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

Motions related to the $270,000 line item associated with the rehabilitation of the Roudenbush building:

A motion was made and seconded to dismiss the $270,000 line item. That motion failed for a lack of majority.

It was voted to amend the line item by adding after "For funding the design fees" the following: "including deduct alternates for consideration by the Board of Selectmen and Finance Committee,". That vote was later replaced by the amendment to add the words "to produce options" in place of the earlier amendment. That motion passed by a majority.

ARTICLE 12: Authorize Revolving Funds
It was voted unanimously that the Town authorize revolving funds for the Fiscal Year July 1, 2016 - June 30, 2017, under the provisions of Massachusetts General Laws Chapter 44, Section 53E ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	$150,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/permits	Field maintenance, hiring of necessary personnel and consulting services	$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	$25,000	Available for expenditure next year
Senior Center Programs	Council on Aging	Program fees	Costs associated for the operation of activities for Cameron to include supplies and wages	$50,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	$30,000	Available for expenditure next year
School Bus/ Transportation	School Department	User bus fees	Student transportation costs	$673,210	Available for expenditure next year

East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property located in the Stony Brook Conservation Land	$60,000	Available for expenditure next year
Immunizations and Clinical Services	Board of Health	Fees received for immunizations and clinical services	Costs of supplies and technical services for immunization and clinical programs	$50,000	Available for expenditure next year
Community Gardens	Agricultural Commission	Fees and gifts received for use of community gardens	Costs associated with maintenance, improvements, supplies and tools for the community gardens	$10,000	Available for expenditure next year

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 13: Approve Fiscal Year 2017 Operating Budget
It was voted that the Town raise and appropriate the sum of $106,973,959 (ONE HUNDRED SIX MILLION NINE HUNDRED SEVENTY THREE THOUSAND NINE HUNDRED FIFTY NINE DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2016 through June 30, 2017, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: $884,528 shall be appropriated from Community Preservation Fund Fiscal 2016 Revenue;

Fund 270 Receipts Reserved for Appropriation: $7,500 shall be appropriated from Conservation Wetlands Fees;

Fund 280 Town Revolving Funds: $15,000 shall be appropriated from Recreation Field Maintenance Revolving 53 E ½;

Fund 600 Water Enterprise Fund: $3,930,288 shall be appropriated from Water Enterprise Revenue and $282,439 shall be appropriated from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: $1,189,205 shall be appropriated from Recreation Enterprise Revenue and $75,000 shall be appropriated from Recreation Enterprise Retained Earnings;

Fund 640 Ambulance Enterprise Fund: $775,000 shall be appropriated from Ambulance Enterprise Revenue.

GENERAL GOVERNMENT

122	SELECTMEN	
	Personal Services	
	Expenses	31,292
	TOTAL	**31,292**

123	TOWN MANAGER	
	Personal Services	366,534
	Expenses	27,160
	TOTAL	**393,694**

131	FINANCE COMMITTEE	
	Personal Services	
	Expenses	10,113
	Reserve Fund	150,000
	(Transfers out)	
	TOTAL	**160,113**

132	FINANCE DEPARTMENT	
	Personal Services	112,350
	Expenses	860
	TOTAL	**113,210**

135	TOWN ACCOUNTANT	
	Personal Services	251,214
	Expenses	45,360
	TOTAL	**296,574**

141	BOARD OF ASSESSORS	
	Personal Services	238,181
	Expenses	23,900
	TOTAL	**262,081**

145	TREASURER/COLLECTOR	
	Personal Services	241,521
	Expenses	53,155
	TOTAL	**294,676**

151	LEGAL SERVICES	
	Personal Services	
	Expenses	250,000
	TOTAL	**250,000**

152	HUMAN RESOURCES	
	Personal Services	195,207
	Expenses	32,200
	Compensation Reserve	435,945
	(Transfers out)	0
	TOTAL	**663,352**

155	TECHNOLOGY	
	Personal Services	409,753
	Expenses	592,083
	TOTAL	**1,001,836**

161	TOWN CLERK	
	Personal Services	258,210
	Expenses	23,585
	TOTAL	**281,795**

170	PERMITTING DEPARTMENT	
	Personal Services	208,922
	Expenses	41,875
	TOTAL	**250,797**

171	CONSERVATION COMMISSION	
	Personal Services	80,956
	Expenses	4,060
	TOTAL	**85,016**

175	PLANNING BOARD	
	Personal Services	80,956
	Expenses	20,045
	TOTAL	**101,001**

176	ZONING BOARD OF APPEALS	
	Personal Services	
	Expenses	2,275
	TOTAL	**2,275**
192	TOWN HALL MAINTENANCE	
	Personal Services	42,700
	Expenses	89,585
	TOTAL	**132,285**
199	PUBLIC BUILDINGS & PROPERTIES MAINTENANCE	
	Personal Services	51,510
	Expenses	21,900
	TOTAL	**73,410**
TOTAL GENERAL GOVERNMENT		**4,393,407**

PUBLIC SAFETY

210	POLICE DEPARTMENT	
	Personal Services	4,264,032
	Expenses	592,653
	TOTAL	**4,856,685**
215	PUBLIC SAFETY COMMUNICATIONS	
	Personal Services	815,349
	Expenses	37,652
	TOTAL	**853,001**
220	FIRE DEPARTMENT	
	Personal Services	2,802,631
	Expenses	265,647
	TOTAL	**3,068,278**
241	BUILDING DEPARTMENT	
	Personal Services	301,511
	Expenses	18,125
	TOTAL	**319,636**
244	SEALER WEIGHTS/MEASURES	
	Personal Services	
	Expenses	3,000
	TOTAL	**3,000**
291	EMERGENCY MANAGEMENT	
	Personal Services	8,446
	Expenses	4,575
	TOTAL	**13,021**
292	ANIMAL CONTROL	
	Personal Services	64,705
	Expenses	5,400
	TOTAL	**70,105**
294	TREE WARDEN	
	Personal Services	2,112
	Expenses	35,000
	TOTAL	**37,112**
TOTAL PUBLIC SAFETY		**9,220,838**

EDUCATION

300	WESTFORD PUBLIC SCHOOLS	54,695,407
310	NASHOBA TECH	694,652
TOTAL EDUCATION		**55,390,059**

PUBLIC WORKS

410	ENGINEERING DEPARTMENT	
	Personal Services	214,363
	Expenses	12,410
	TOTAL	**226,773**
421	HIGHWAY DEPARTMENT	
	Personal Services	1,491,122
	Expenses	1,138,936
	TOTAL	**2,630,058**
427	STORMWATER MANAGEMENT	
	Personal Services	
	Expenses	48,000
	TOTAL	**48,000**
432	RECYCLING	
	Personal Services	
	Expenses	430,000
	TOTAL	**430,000**

– CONTINUED

433	SOLID WASTE	
	Personal Services	
	Expenses	1,164,012
	TOTAL	**1,164,012**
440	SEWERAGE COLLECTION	
	Personal Services	
	Expenses	0
	TOTAL	**0**
442	WASTEWATER TREATMENT MANAGEMENT	
	Personal Services	
	Expenses	228,888
	TOTAL	**228,888**
491	CEMETERY DEPARTMENT	
	Personal Services	79,637
	Expenses	20,755
	TOTAL	**100,392**
TOTAL PUBLIC WORKS		**4,828,123**

HEALTH & HUMAN SERVICES

510	BOARD OF HEALTH	
	Personal Services	414,903
	Expenses	32,775
	TOTAL	**447,678**
540	SENIOR CENTER	
	Personal Services	133,085
	Expenses	68,850
	TOTAL	**201,935**
541	COUNCIL ON AGING	
	Personal Services	241,337
	Expenses	31,900
	TOTAL	**273,237**
543	VETERANS SERVICES	
	Personal Services	59,665
	Expenses	106,500
	TOTAL	**166,165**
TOTAL HEALTH & HUMAN SERVICES		**1,089,015**

CULTURE & RECREATION

610	LIBRARY	
	Personal Services	1,225,803
	Expenses	358,094
	TOTAL	**1,583,897**
630	RECREATION	
	Personal Services	240,646
	Expenses	12,750
	Offsets / Shared Costs	(253,396)
	TOTAL	**0**
650	PARKS & GROUNDS	
	Personal Services	305,943
	Expenses	43,425
	TOTAL	**349,368**
660	LAND MANAGEMENT	
	Personal Services	
	Expenses	37,500
	TOTAL	**37,500**
670	HISTORICAL COMMISSION	
	Personal Services	
	Expenses	24,098
	TOTAL	**24,098**
TOTAL CULTURE & RECREATION		**1,994,863**

DEBT SERVICE

710	DEBT SERVICE	
	Principal & Interest	6,733,967
	TOTAL	**6,733,967**
TOTAL DEBT SERVICE		**6,733,967**

– CONTINUED

UNCLASSIFIED

940	OTHERWISE UNCLASSIFIED	
	Personal Services	
	Expenses	(1,007,109)
	TOTAL	**(1,007,109)**
945	EMPLOYEE BENEFITS & MISCELLANEOUS	
	Personal Services	
	Expenses	16,605,834
	TOTAL	**16,605,834**
	TOTAL UNCLASSIFIED	**15,598,725**
	Reserve Fund Transfers to Capital	0
	TOTAL	**0**
	TOTAL GENERAL FUND	**99,248,997**

COMMUNITY PRESERVATION FUND

240	COMMUNITY PRESERVATION	
	Personal Services	9,000
	Expenses	6,000
	Principal & Interest	869,528
	TOTAL	**884,528**

WATER ENTERPRISE FUND

600	WATER ENTERPRISE	
	Personal Services	1,139,241
	Expenses	1,703,446
	Reserve Fund	250,000
	Principal & Interest	1,120,040
	TOTAL	**4,212,727**

RECREATION ENTERPRISE FUND

630	RECREATION ENTERPRISE	
	Personal Services	1,010,499
	Expenses	364,675
	TOTAL	**1,375,174**

AMBULANCE ENTERPRISE FUND

640	AMBULANCE ENTERPRISE	
	Personal Services	740,106
	Expenses	512,427
	TOTAL	**1,252,533**
	TOTAL OPERATING BUDGET	**106,973,959**

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 14: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance

It was voted unanimously that the Town appropriate the proceeds due to the Town under the provisions of Massachusetts General Laws Chapter 90.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 15: Appropriate Funds from Water Enterprise Other Post Employment Benefits Stabilization Fund

It was voted under the consent agenda that the Town transfer the sum of $19,971 (NINETEEN THOUSAND NINE HUNDRED SEVENTY ONE DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY17 retiree benefits.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 16: Accept Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as Amended by Chapter 126 of the Acts of 1988 Related to Property Tax Exemption Increase by 100% for the Blind, Elderly and Disabled Veterans

It was voted under the consent agenda that the Town accept the provisions of Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, by providing for additional property exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 17: World Flag Resolution (by petition)

The following motion was made and seconded but failed for a lack of majority:

WHEREAS:
The World Flag is intended to heighten awareness of the responsibility of all people to manage global resources in a sustainable way, regardless of an individual's country of origin, cultural background, spoken language, or religion and,

WHEREAS:
The world's ecosystem knows no sovereignty; we share the resources of the Earth with other living things that rely on us to preserve these resources; when we care for the world's land, water and air in responsible ways, we take steps to preserving our beautiful planet and,

WHEREAS:
The highlight of the World flag is the inclusiveness; it represents two unique characteristics about planet Earth, the environment and the richness of life, which are interconnected in an intricate and a fragile way; the universal symbol serves as a reminder of our individual and our collective responsibilities and,

WHEREAS:
The World Flag is designed by an American scientist Dr. Chaitanya Hiremath in Westford, Massachusetts, USA, inspired by the symbolism of the American Flag, first released on April 14, 2011 during the World Fest Event at the Crisafulli School and,

THEREFORE BE IT RESOLVED:
That the voters of Westford adopt this World Flag, thereby recognizing this flag as a symbol of inclusiveness that signifies we all share the same planet.

Selectmen do not recommend (3-2)

ARTICLE 18: Authorize Board of Selectmen to Accept Easements

It was voted under the consent agenda that the Town authorize the Board of Selectmen, during Fiscal Year 2017, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests.

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 19: Authorize Board of Selectmen to Acquire Easements for Main Street Improvements

It was voted that the Town authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans entitled "Transportation and Water Distribution Improvement Project" (Sheets 7 through 13), dated December 18, 2015, prepared by Tec, Inc., said plans on file with the Town Clerk, as said plans may be amended, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of rights of way, driveways, ramps, utilities and/or traffic control devices, and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions.

Selectmen recommend (4-0) and Finance Committee recommends (9-0)

A motion was made and seconded to remove the words "eminent domain or otherwise," and to add the word "or" between the words "purchase" and "gift." The motion failed for a lack of majority.

ARTICLE 20: Westford, Polystyrene Disposable Food Container Restriction (by petition)

It was voted the Town adopt a by-law to prohibit the use of polystyrene food containers for serving or transporting prepared, ready-to-consume food or beverages, including take -out foods and leftovers from partially consumed meals but not including single-use disposal packaging for unprepared foods; to apply to all city departments, as well as individuals, contractors, vendors in a town facility or town property while acting or performing under a town contract, lease, license, permit, grant, or other agreement, and to be enforced by Town's Health Department with appropriate warnings and fines for noncompliance.

Ch. 135: Polystyrene Restriction

§ 135.1. Findings and Intent.

- Whereas, the Town has a duty to protect the health of its citizens and the natural environment.
- Whereas, Styrofoam is the brand name for polystyrene (Dow Chemical Co.), a synthetic plastic that biodegrades so slowly (hundreds of years) it is considered to be non-biodegradable.
- Whereas, expanded polystyrene containers are not part of the Town's regular recycling program.
- Whereas, styrene, the key ingredient in expanded polystyrene, was recently added to the National Toxicology Program's list of carcinogens (U.S. Depart. of Health and Human Services). Styrene can leach from polystyrene containers into food and beverages. It has become a major component of plastic debris in the ocean and animals often mistake it for food. It is also hazardous to marine life, transferring toxic chemicals to the food chain.

- Whereas, several communities in Massachusetts have banned disposable food service containers, including Amherst, Brookline, Great Barrington, Nantucket, Somerville, South Hadley, Williamstown as well as major cities such as Los Angeles, Chicago, Miami Beach, New York City, Portland, and Seattle. This bylaw is patterned after similar ones enacted in Massachusetts.
- Whereas, appropriate alternative products are readily available from vendors and are already being used by many of our businesses.

§135.2. Effective Date.
A. This bylaw shall take effect July 1, 2017.
B. Each section of this bylaw shall be construed as separate to the end that if any section, sentence, clause or phrase thereof shall be invalid for any reason, the remainder of this bylaw shall continue in force.

§135.3. Definitions.
Disposable food service container shall mean single-use disposable products for serving or transporting prepared, ready-to-consume food or beverages, including, without limitation, take-out foods and/or leftovers from partially consumed meals prepared by a food establishment. This includes, but is not limited to plates, cups, bowls, trays, hinged or lidded containers, cups, lids, straws, and utensils. It does not include single-use disposable packaging for unprepared foods.

Expanded polystyrene shall mean blown polystyrene (polystyrene that has been expanded or blown using a gaseous blowing agent into a solid foam) and expanded and extruded forms, which are thermoplastic petrochemical materials utilizing a styrene monomer and processed by any number of techniques including, but not limited to fusion of polymer spheres (expandable bead polystyrene), injection molding, form molding, and extrusion-blow molding (extruded foam polystyrene). The term also includes clear or solid polystyrene, which is also known as "oriented," or referenced in this bylaw as "Rigid Polystyrene." Rigid Polystyrene is generally used to make clear clamshell containers, lids, and cutlery.

Fineable offense is defined as a knowing common use of item or items restricted by the bylaw. Common use refers to item or items that are part of one's normal or daily use.

Food establishment shall mean any operation that stores, prepares, packages, serves, vends, or otherwise provides food for human consumption, as further defined in 105 CMR 590.002. Any establishment requiring a permit to operate in accordance with the State Food Code, 105 CMR 590.000, et seq., shall be considered a food establishment for purposes of this bylaw.

Prepared food shall mean any food or beverage prepared on the food establishment's premises using any cooking or food preparation technique. Prepared food does not include any raw uncooked meat, fish or eggs unless provided for consumption without further food preparation. Prepared food may be eaten on or off the food establishment's premises.

Town Facility shall mean any building, structure, land, or recreational area owned, leased, or operated by the Town of Westford.

§135.4. Prohibitions.
A. Except as provided herein, food establishments are prohibited from dispensing prepared food and drink in disposable food service containers made from expanded polystyrene. All food establishments are strongly encouraged to use reusable food service containers and cutlery, and when possible biodegradable, compostable alternatives. Compostable materials must meet ASTM (American Society of the International Association for Testing and Materials) Standards for compostability.
B. Town departments or agencies shall not purchase or use disposable food service containers made from expanded polystyrene while in the performance of official Town duties.
C.Individuals, contractors, vendors, or other entities shall not use disposable food service containers made from expanded polystyrene in a Town facility or Town property while acting or performing under a Town contract, lease, license, permit, grant, or other agreement.
D. Nothing in this section shall prohibit someone from purchasing or using said containers for personal use, nor shall it prohibit any individual from purchasing or using said containers for a private function or when serving food on property owned by that person.

§135.5. Variance.
A. Any food establishment or Town Department and its agencies may make a written application to the Board of Health for a variance from this bylaw.
B. Every application for a variance is subject to a public hearing. Notice of the hearing shall be posted as part of a public notice of the Board of Health meeting at which the application will be considered. Notice shall be posted no less than 48 hours before the meeting.
C. By vote of a majority of its full authorized membership, the Board of Health may grant a variance in cases where a suitable biodegradable, compostable, reusable or recyclable alternative does not exist for a specific usage, and/ or enforcement of this bylaw would cause undue hardship to that food establishment or Town Department.
D. A variance may be granted for up to six months and extended for like periods upon submission of a renewal application.
E. Any variance granted by the Board shall be in writing.
F. A copy of the variance granted under this Section shall be available for public inspection on the premises for which it is issued.

§135.6. Enforcement, Penalties and Fines.
A. The Board of Health or its designee shall have primary responsibility for enforcement of this bylaw. This shall include: establishment of regulations or administrative procedures, inspections, and issuance of citations for violations.
B. The Board of Health, after a hearing conducted in accordance with the procedures set forth in 105 CMR 590.14 and CMR 590.15, may suspend or revoke the license or permit for any establishment failing to comply with this by-law.
C. Violations of this by law may result in monetary penalties, provided however that any such assessment shall be by a non-criminal disposition as provided in MGL Chapter 40, Section 21D, and Section 1.3 of the bylaws; provided however, that the following penalties shall apply:

1. First offence – a written warning specifying the violations and appropriate penalties for future violations.
2. Second offence - $50
3. Third offence - $100
4. Fourth and subsequent offence - $200

Fines for repeated violations in a one year period are cumulative as provided in Section 1.3B of the bylaws

Selectmen recommend (5-0); Finance Committee recommends (6-0); School Committee (3-3); Board of Health did not vote

The original motion was amended by accepting the text that is underlined in section 135.2 and 135.6.

ARTICLE 21: Amend Section 5.3 Signs, and Section 10.2 Definitions (Sign related definitions)

It was voted unanimously that the Town amend Section 5.3, Signs to clarify what permits are needed from Building Commissioner and to allow for "channel-like" illuminated letters on opaque background by right and adjust figures accordingly as set forth below:

NOTE: Additions are shown in underline and deletions in ~~strikethrough~~. ONLY SECTIONS BEING CHANGED ARE INCLUDED.

5.3.4 General Sign Regulations

Except where stated otherwise, the following provisions shall apply to signs in all Zoning Districts:

1. Permits, Construction and Maintenance

a. A sign permit from the Building Commissioner ~~Department~~ is required for all signs. ~~not exempted pursuant to §5.3.5.~~

. . .

5. Illumination

a. No sign shall incorporate or be lit by flashing or blinking lights, or by lights changing in intensity except as permitted herein.

b. The display area of an illuminated sign shall not exceed an average luminance of fifty (50) foot-candles measured directly on the surface of the sign.

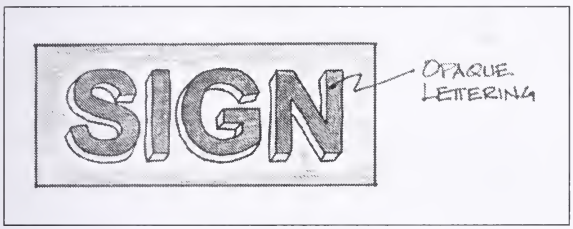
c. Light fixtures including bulb or tubes used for sign illumination shall be selected and positioned to achieve the desired brightness of the sign with the minimum possible wattage, while ensuring compliance with all applicable requirements of this Bylaw.

d. Time limits on illumination. All illuminated signs must be on a timer or manually turned off 30 minutes after closing of the store or business, or 30 minutes after working hours, or before 11:00 PM, whichever is earlier, unless a special exception has been granted by the Building Commissioner for public safety or convenience. Examples of special exceptions include but are not limited to: late night food service, hospitals or other 24-hour medical facilities, gas stations, public buildings, and 24 hour operations such as a hotel.

e. Signs may be lit by an external source of illumination. When a sign is lit by an external source, the illumination of a sign shall not interfere with visibility by

pedestrians or operators of motor vehicles in the vicinity, and shall be directed down whenever it would not present such interference.
f. The following types of signs with internal illumination shall be permitted, provided that they comply with all applicable standards
(1) Neon and LED Window Signs, subject to § 5.3.5(10).
(2) Halo Individual Letter Signs or symbols, back-lit with a concealed light source, which create a halo effect in which the letters or symbols are silhouetted against a solid background, illuminated by the light source, as shown in Figure 5.3.1
(3) Internally illuminated Channel Letter Signs as defined in §10.2 and internally illuminated signs with opaque background and translucent letters and/or logos ~~or signs with Channel letter faces as shown in Figure 5.3.2.~~
(4) Other types of internally illuminated signs may be authorized by a Special Permit in accordance with § 5.3.11.

Figure 5.3.1 Halo Lettering



~~**Figure 5.3.2 Internal Illumination with Channel Letters**~~

NOTE: delete this Figure and renumber remaining Figures.

5.3.5 Signs Which Do Not Require Planning Board Approval a Sign Permit
The following signs do not require Planning Board approval ~~sign permit~~ provided such signs comply with §s 5.3.8 and 5.3.9 unless specifically provided otherwise in this section. See §5.3.7 for Administration and Building Commissioner permit procedures. These regulations shall not apply to any sign that expresses religious, political, or other opinions or are otherwise considered to be non-commercial "speech" under the First Amendment of the United States Constitution. For the types of signs included in this section that exceed the standards below, review shall be in accordance with §9.4, Site Plan Review.
1. **Agricultural Sign.** In any zoning district, one sign indicating on-premise agricultural uses as referenced in § 3 of G.L. Chapter 40A, offering for sale produce and

other farm products. Such sign may be a portable sign.

2. **Construction Sign.** In any zoning district, one sign is allowed for a buildable lot during active construction identifying the proposed building, the owner or intended occupant and the contractor, architect and engineers. Its display area shall not exceed six (6) square feet in Residence A and B Districts, or thirty-two (32) square feet in any other district. Such signs shall not be illuminated, shall not be erected prior to the issuance of a building permit (or other permit approving site work), and shall be removed upon completion of the construction or seven days following the issuance of the occupancy permit, whichever occurs sooner.

3. **Small Wall Sign.** In non-residential zoning districts, in addition to otherwise permitted signs, one small wall sign may be erected on the exterior wall of a building at each entrance or at one other appropriate location on the wall of a building, provided that the display area shall not exceed six (6) square feet; such sign shall not be illuminated.

4. **Fuel Pump Sign.** Fuel pump signs located on service station fuel pumps identifying the name or type of fuel and price thereof.

5. **Government Sign.** Signs, including portable signs, erected and maintained by the Town, the Commonwealth of Massachusetts, or the Federal Government on any land, building or structure in use by such governmental entity do not require Planning Board approval for a sign permit.

6. **Small Ground Signs**. In non-residential zoning districts, unless otherwise specified herein, and in addition to otherwise permitted signs, small ground signs may be erected with appropriate permit(s) from the Building Commissioner in accordance with §5.3.7 and consistent with the following standards:

a. Small ground signs shall not be internally illuminated, nor advertise, identify or promote any business, business service, product, commodity, entertainment or commercial activity. Generally, they are signs that meet the following purposes:

i. Necessary for the safety and direction of vehicular and pedestrian traffic;

ii. To identify handicapped parking and access;

iii. To display a Street name or number or a house, block, unit or building number;

iv. To give direction to a public service facility or accommodation; an official inspection station

v. If required for occupational safety and health reasons;

vi. To prohibit trespassing, hunting, or specified activities on private property.

b. The maximum height of a small ground sign is six (6) feet as measured from average grade;

c. The display area of a small ground sign shall not exceed six (6) square feet.

d. No more than three (3) small ground signs are allowed for each lot.

. . .

5.3.7. Administration

Signs which have been approved under a Site Plan and/or Special Permit Review still require a sign permit ~~shall be entitled to a Sign Permit~~ from the Building Commissioner~~, provided that the sign complies with said approval.~~

1. Permit Application. All applications for signs ~~requiring a sign permit~~ shall be made to the Building Commissioner in such form as s/he may require. The Building Commissioner shall have the authority to reject any sign permit application which is not complete when submitted.

2. Special Permit Granting Authority. ~~The Building Commissioner is the Permit Granting Authority for signs except for those permits for which T~~the Planning Board is the Special Permit Granting Authority (SPGA) hereunder. Once approved by the SPGA, a sign permit is still required to be submitted to the Building Commissioner.

3. Permit Processing Deadlines. The Building Commissioner shall approve or disapprove any application for a sign permit within thirty (30) days of receipt of the application. ~~unless such signs require a Site Plan Review or Special Permit. If a Sign Permit requires a Site Plan Review or Special Permit, the permit processing deadlines and requirements are as provided in G.L.c.40A §9.~~

4. Fees. The Building Commissioner shall establish and from time to time review a sign permit fee which shall be published as part of a sign permit application.

5. Portable Sign Registry. The Building Commissioner shall establish and maintain a registry of those portable signs authorized to be displayed for longer than 14 days. The Portable Sign Registry shall provide for an annual registration of applicable signs and a mechanism by which the Building Commissioner can track which portable signs are allowed for greater than 14 days in accordance with §5.3.9.5.

Sign definitions. The following definitions apply to signs and their appurtenances: [Replaced 10-22-2013 Adj. STM Art. 17]

. . .

Channel Letter Sign. A type of internally illuminated sign wherein individual letters or images are illuminated. Channel Letter Sign also includes "push through" letters that are illuminated from behind with an opaque background. This type of sign is distinct from an internally illuminated "box" sign, where a regular shape (such as a rectangle) is illuminated with dark lettering/logos and a light colored background.

Selectmen recommend (5-0) and Planning Board recommends (5-0)

ARTICLE 22: Amend Section 10.2 Definitions

It was voted to divide the question in order to vote on each definition separately.

It was voted by a two-thirds declared majority that the Town amend Section 10.2 – Definitions – to remove Section d. under Major Commercial Project, to add a definition of 'Asphalt Manufacturing Plant', and to revise the definition of 'Light Manufacturing' as set forth below:

NOTE: Additions are shown in underline and deletions in ~~strikethrough~~. ONLY SECTIONS BEING CHANGED ARE INCLUDED.

SECTION 10.0 DEFINITIONS

10.1 INTERPRETATION

For the purpose of this chapter, certain words and terms shall have the following meanings: The words "used or occupied" include the words "designed", "arranged", "intended" or "offered" to be "used or occupied"; the word "building", "structure", "lot", "land", or "premises" shall be construed as though followed by the words "or any portion thereof"; and the word "shall" is always mandatory and not merely directory. If any word in this chapter is not so defined or is not hereafter defined, it shall have its ordinary dictionary meaning.

10.2 GENERAL DEFINITIONS

[Amended 5-5-2007 ATM, Art. 22; 10-22-2013 Adj. STM Art. 17; 3-22-2014 ATM, Art

30]
As used in this chapter, the following terms shall have the meanings indicated:
It was voted unanimously to add the following definitions of 'Asphalt Manufacturing Plant' and 'Major Commercial Project.'
Asphalt Manufacturing Plant: A facility used for the production of liquid asphalt and/or bituminous concrete to be sold and/or used off-site, including, but not limited to, facilities for administration, combustion machines for heating products, associated fans, belts and chimneys, rock crushers, tanks for storage of liquid asphalt, as well as stockpiling of bulk materials used in the production process or of finished products manufactured on the premises and the storage and maintenance of required equipment.
. . .
Major Commercial Project: [Amended 5-7-2005 ATM Art. 15] Any industrial or commercial use which has one or more of the following characteristics:
a. 15,000 square feet or more of gross floor area in any building or combination of buildings;
b. More than 100 required parking spaces;
c. Generation of more than 250 vehicle trips per day, as determined by the ITE's Trip Generation Manual.
~~d. The use is allowed in the district in which it will be located.~~

It was voted to add the following definition of 'Light Manufacturing.'
. . .
Light Manufacturing: Ffabrication, assembly, processing or packaging operations contained within a building. ~~employing only electric or other substantially noiseless and inoffensive motor power utilizing hand labor or quiet machinery and processes but subject, however, to the following conditions~~: Aany light manufacturing business, the conduct of which may be detrimental to the health, safety or welfare of persons working in or living near the proposed location of such manufacturing, including, without limiting the generality of the foregoing, special danger of fire or explosion, pollution of waterways, corrosive or toxic fumes, gas, smoke, soot, dust or foul odors and offensive noise and vibrations, is expressly prohibited. Noise, odor, smoke, heat, glare, and vibration resulting from light manufacturing activity are confined entirely within the building. Light manufacturing shall not include uses such as mining and extracting industries, petrochemical industries, or storage of more than 5,000 gallons of petrochemical materials, or rubber refining.

Selectmen recommend (5-0) and Planning Board recommends (5-0)

It was voted to amend the definition of Major Commercial Project by replacing the words "results in the property having" with "has."

ARTICLE 23: Amend Appendix A: Table of Principal Uses
It was voted by a two-thirds majority that the Town amend Appendix A - Table of Principal Use Regulations - to add 'Asphalt Manufacturing Plant' and to prohibit Asphalt Manufacturing Plant in all Zoning Districts as set forth below:

Appendix A:
Showing Amended Section of Table of Principal Use Regulations

E. Industrial Uses										
1. Research/office park	N	N	N	N	Y	Y	Y	Y	Y	Y
2. Warehouse	N	N	N	N	N	SPB	SPB	SPB	SPB	SPB
3. Planned industrial development	N	N	N	N	N	SPB	N	SPB	N	N
4. Removal of sand and gravel	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5. Quarrying; mining	N	N	N	N	N	N	Y	N	Y	Y
6. Sawmills and wood processing	N	N	N	N	N	Y	Y	N	N	N
7. Light manufacturing	N	N	N	N	N	Y	Y	Y	Y	Y
8. Light manufacturing with not more than four employees	N	N	N	N	Y	Y	N	N	N	N
9. Wholesale trade	N	N	N	N	Y	Y	N	N	Y	Y
10. Junkyard or automobile graveyard	N	N	N	N	N	N	N	N	N	N
11. Wholesale underground fuel storage	N	N	N	N	N	SPA	N	N	N	N
12. Asphalt Manufacturing Plant	N	N	N	N	N	N	N	N	N	N
F. Other Uses										
1. Research conducted by a nonprofit educational institution	SPA	SPA	SPA	SPA	N	N	SPA	SPA	SPA	SPA
2. Drive-up or drive-through facilities, except restaurants	N	N	SPB	SPB	SPB	SPB	SPB	SPB	SPB	SPB
3. Accessways to other districts	Y	Y	Y	Y	Y	Y	Y	N	N	N
4. RTF, including Antennas, equipment and Structures (see Section 6.2 for exemptions)	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA	SPA

Selectmen recommend (5-0) and Planning Board recommends (5-0)

A motion was made to adjourn the meeting to a date and time certain. That motion failed for lack of majority.

ARTICLE 24: Amend Agricultural Preservation Restriction on 66-68 Boston Road Parcel

The following motion was made and duly seconded but failed for lack of majority by a counted vote of 101 yes / 106 no:

That the Town authorize the Board of Selectmen to amend the Agricultural Preservation Restriction recorded at the Middlesex North Registry of Deeds in Book 10124, Page 169 ("APR 3") and on file with the Town Clerk, in accordance with the agreement between the Town of Westford, by and through its Board of Selectmen, a municipal corporation with a business address of 55 Main Street, Westford, Massachusetts and Ebrahim Masalehdan, an individual with an address of 31 Progress Avenue, Tyngsboro, Massachusetts, dated January 12, 2016. The two proposed amendments are as follows:

1. Add the following new subparagraph (7) to Article III, Section A of APR 3 to allow the property owner to make the following use of the subject property:

(7) The construction and operation of up to a 16,500 square foot building footprint with related parking and utilities, to be used for restaurant and banquet hall purposes, as shown on the conceptual plan attached hereto on file with the Town Clerk, provided that said use is related to and in support of the agricultural uses of the two contiguous parcels, which are described in the deeds recorded at the Middlesex North Registry of Deeds at Book 2201, page 621 and Book 2421, page 433. The exercise of the rights retained in this paragraph are expressly contingent upon the aforementioned contiguous parcels being actively engaged in agricultural use and said rights shall be forfeited if the use of said contiguous parcels is abandoned or changed. If the Grantor exercises the rights retained in this paragraph, there will be no change in use or transfer of any interest in the Premises without the express written approval of the Grantee.

2. Add the following to the end of subparagraph 2 of paragraph A of the Right of First Refusal attached to APR 3:

provided, however, that if the Grantor has exercised the rights retained in Article III(A) (7) of the Agricultural Preservation Restriction, as amended, the Grantor shall offer to sell the Premises (land and buildings) to the Grantee at the fair market value of the Premises as agricultural land. The fair market value of the Premises as agricultural land is defined as the value of the land only, in an agricultural state, with no value added for any allowed buildings on the site, permits approved by the Town of Westford or buildings or other structures on the site. This value will be determined by a Massachusetts Certified Real Estate Appraiser chosen by the Grantor and Grantee.

And further to authorize the Board of Selectmen, to take all actions, enter into all agreements and execute on behalf of the Town any and all documents as may be necessary or convenient to effectuate the purposes of this Article.

Selectmen recommend (4-1) and Finance Committee recommends (8-1)

The original motion was amended by a majority vote as noted as the underlined language.

A motion was again made to adjourn the meeting to a date and time certain. That motion failed for lack of majority.

ARTICLE 25: Transfer Custody of Parcels on Mark Vincent Drive, Lakeview Street, and Keyes Road from the Tax Possession Sale Committee to the Conservation Commission

It was voted unanimously that the Town transfer the care, custody, control and management of the following parcels from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission for conservation purposes:

Parcel ID	Acres	Street Address
013 0082 0000	0.92	MARK VINCENT DRIVE
050 0017 0000	0.12	LAKEVIEW STREET
050 0018 0000	0.11	LAKEVIEW STREET
050 0019 0000	0.11	LAKEVIEW STREET
050 0020 0000	0.10	LAKEVIEW STREET
050 0021 0000	0.07	LAKEVIEW STREET
040 0059 0000	0.10	KEYES ROAD
040 0060 0000	0.07	KEYES ROAD

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

ARTICLE 26: Transfer Custody of a Parcel on Depot Street from the Tax Possession Sale Committee to the Board of Selectmen
It was voted unanimously that the Town transfer the care, custody, control and management of the following parcel from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Board of Selectmen for general municipal purposes:

Parcel ID	Acres	Street Address
031 0051 0000	0.24	DEPOT STREET

Selectmen recommend (5-0) and Finance Committee recommends (9-0)

With no further business to conduct the 287th Annual Town Meeting adjourned at 7:15pm

A true copy attest,

Kaari Mai Tari, Town Clerk

Board of Selectmen

Kelly Ross
Chair

Andrea Peraner-Sweet
Vice Chair

Don Siriani
Clerk

Scott Hazelton
Mark Kost

FY 2016 in Review

When dealing with budgets and buildings and such,
the details can seem like a little too much.
So this poem presents just a high level view
in a form that perhaps you can quickly get through.
But if you believe that this poem falls short,
please turn the page forward to Jodi's report.

The past couple years we were constantly told
we need to take care when our buildings get old.
Town Farm and the Roudenbush both need salvation.
Their historical character adds complication.
The mill on North Main and the Center Fire Station
are buildings that need some repair or replacin'.

A new home for Rec and library addition
are also before us and need a decision.
With all of these buildings what we must address
is how do we fund that enormous expense?
To make these hard choices let's all be reminded
it helps if we all can remain open minded.

So many tough issues last year came our way:
A restaurant plan was a cause for dismay.
A plant to make asphalt just won't go away.
Questions were raised about holiday pay.
A sidewalk proposal sure caused quite a fray.
Folks would like somewhere for doggies to play.

Board of Selectmen – Continued

The cost of the fire station grew way too high.
The assistant town manager waved us buh-bye.
Marijuana dispensaries thought they'd apply,
but we raised our concerns and they passed us on by.
But despite all the challenges listed out here,
much was accomplished throughout the past year.

The budget was balanced on Town Meeting day.
Combining our dispatch is now underway.
The fire station team hired a new architect.
To stay within budget's what we now expect.
Aggregation of energy helps to afford.
New assistant town manager Eric's on board.

We formed a committee to seek opportunities
to help Westford become a more healthy community.
The 12 North Main chimney and walls are now stable.
We hope that a buyer steps up to the table.
Community Gard'ning can still be pursued,
but if that's not your thing there's a brand new Whole Foods.

Our planning retreat was productive and fun.
Our school system proudly stands second to none.
Westford's becoming increasingly green.
Our seniors enjoyed the Selectmen's cuisine.
The May Town election felt like déjà vu:
Andrea's staying and Scott remains too.

That wraps up the year and we now turn the page.
FY 17 will now take center stage.
We're in a good place. We should all clap.
But this is no time for a victory lap.
We've choices to make and we can expect more.
It's always so hard to predict what's in store.

The key to it all is so very simplistic.
We must always endeavor to be realistic.
It's easy to conjure up plans that enthrall.
The hard part is how do you pay for it all?
Each plan on its own might well be quite attainable.
But put them together, they won't be sustainable.

Lastly let's note all the effort required
to accomplish the goals the Selectmen desired.
Volunteers and town staff are deserving of praise.
The results that they get never cease to amaze.
We're so very grateful for all those who give
so that Westford can be such a great place to live.

TOWN MANAGER

Jodi Ross
Town Manager

Eric Heideman
Assistant Town Manager

Fiscal Year 2016 (FY16) was another busy, successful year in Westford. In FY16, our New Growth dropped to $901,454. We received a slight increase in State Aid of $170,120 to $20,501,002. We collected $3,511,958 in Motor Vehicle Excise. Our Local Options Excise was $1,199,286, and we collected $946,680 in licenses and permits. Our Community Preservation Act state contribution was level funded for FY16 at $513,583.

During FY16, we developed the FY17 budget in accordance with the Board of Selectmen's 2017 Budget Policy Direction, with a balanced budget proposed, where revenues matched operating expenses. Our FY17 operating budget was $106,973,959. Health insurance occupies about 9.1% of our budget and was funded at $9,697,491. Through negotiations with Blue Cross/Blue Shield and bargaining plan design changes with our employees, we achieved an increase of 7.83% for employee health insurance premiums, with a 7.88% for retirees' Medicare premiums. We held quarterly Insurance Advisory Committee meetings to educate our employees and retirees about our health insurance challenges and brainstorm ideas for controlling expenses.

We funded capital at $5,825,834 with a balance in our Capital Stabilization Fund of $1,159,468. We funded other postemployment benefits (OPEB) at $852,278 leaving a total of $3,063,078 for this liability. We maintained our AAA bond rating from Standard and Poor's.

Other financial accomplishments included:

- Through net metering we saved approximately $450,000 in electricity costs.
- Entered electricity supply contracts to avoid $160,000 in electricity costs.
- Entered natural gas supply contract to avoid $94,000 in costs.
- Received FEMA reimbursements of $169,852 for 2015 winter storms.
- Continued working with MassDEP to remove Stepinski Well from its perchlorate treatment requirement, which will save us $4,000 annually for operation, and $80,000 biennially in resin costs.
- Negotiated a contract with our former recycling contractor (IPR) to take title of 4,500 recycling toters and reduce the cost of the FY16 contract.
- Developed strong risk management policies and conducted ongoing efforts to control financial losses that enabled us to earn a $38,000 credit on our workers' compensation and property casualty insurance costs.
- Competitively bid fuel, electricity, gas, recycling, vehicles, consultants, agricultural lands, day camps, repairs and refurbishment of fire station apparatus bay floors, all highway products and services, Annual Town Report printing services, HVAC maintenance, elevator maintenance, generator maintenance.

- Applied for and received numerous grants across town departments, including:

  -FEMA Hazard Mitigation Grant for Keyes Culvert $391,523
  -Green Communities Grant for energy efficiency projects $235,000
  -MassWorks Grant for water main improvements at Abbot Mill Phase II $200,000
  -Emergency Preparedness Grant in the amount of $109,000
  -Cummings Foundation Grant for $100,000 for senior assistance
  -EOPSS grants for Police Department $67,920
  -Executive Office of Elder Affairs Grant $30,186
  -DEP Technical Assistance for Stormwater Master Plan $30,000
  -Supplemental Massachusetts Preservation Projects Fund grant for museum rehabilitation $20,000
  -Massachusetts Interlocal Insurance Association Flex Grant for safety programs $17,018
  -FDA Grant for food programs $17,490
  -Friends of Bruce Freeman Rail Trail gift for new safe street crossing light $15,000
  -Upper Merrimac Valley Medical Reserve Corps gift for mental health/ domestic violence $15,000
  -Emerson Hospital gift for dental/shingles program $10,000
  -Westford Charitable Foundation gift for dental/shingles $5,000
  -Lowell Community Health for fighting substance abuse $5,000
  -Blue Cross/Blue Shield Innovation Award $5,000
  -Written Information Security Program Grant for information security programs $5,000
  -FEMA Emergency Management Performance Grant $4,960
  -Kurt D. Kelly Memorial Foundation scholarships for Recreation programs $1,800

Other significant accomplishments and/or projects included:

- Implemented a municipal aggregation program to reduce the electricity supply costs for our residents and local businesses, benefiting 7,445 residential, commercial and industrial customers.
- Sought and received Town Meeting approval to sell the Town Farm. At the end of the year, we were drafting a Request for Proposals (RFP).
- Worked with staff and Communications Workers America collective bargaining unit to implement the process of combining police and fire dispatch, including cross training, updated policies/procedures, and background checks.
- Updated the non-union personnel and procedures handbook for the first time since 2000, which was approved by the Selectmen in June 2016.
- Assisted Whole Foods opening in Westford.
- Assisted with the process of medical marijuana dispensary applications, although the applications were withdrawn.

- Assisted with the acceptance of a Plain Road sidewalk, and a survey of a Concord Road sidewalk.
- Assisted with the 66 Boston Road right of first refusal process and presentation to 2016 Annual Town Meeting.
- Assisted 12 North Main Task Force with coordination of resources, legal review, DEP review, recommendations, and RFP development.
- Assisted with asphalt plant litigation and hearing process.
- Worked with the Permanent Town Building Committee, Fire Department and other town officials and residents to terminate the contract of the architect who could not design a new Center Fire Station within the appropriation. Assisted with the process of hiring a new firm and got back on schedule and on budget to build the Combined Dispatch Center and new Fire Station.
- Worked with the Recreation Commission, Board of Selectmen, and Finance Committee to evaluate opportunities for housing the Parks, Recreation and Cemetery departments. Issued a RFP for leased space but exceeded desired appropriation. Another RFP will be released next fiscal year.
- Worked with the Permanent Town Building Committee, Board of Selectmen, Historical Commission and Community Preservation Committee to hire an architect to design renovations to the Roudenbush building. After town meeting approved the design fee, we will be working with the architect to present options to the board.
- Continued completing maintenance projects addressing the maintenance needs of our town buildings as identified in our comprehensive town facility condition assessment.
- Continued a unified approach to planning our town construction projects – Water Superintendent, Highway Superintendent, Town Engineers, and Town Manager's office meet to discuss and coordinate proposed infrastructure projects. Developed a five-year plan that created efficiencies in design, and focused on reducing the impacts of construction projects in our neighborhoods.
- Completed construction of the Graniteville Road and Pleasant Street water main replacement projects.
- Completed implementation of Westford's Information Security Policy (WISP) to ensure that private information is handled properly, and improved IT backup systems, upgraded antivirus/malware for towns and schools, implemented People GIS Maps.
- Assisted the U.S. Army 411th Civil Affairs Battalion with their training for overseas missions.
- Westford's emergency radio station 1630AM was featured in December MMMA publication, The Beacon, as an extraordinary innovation.
- Participated in a regional effort to proceed with Phase 2 of the Bruce Freeman Rail Trail.

- Participated in a regional project to develop two Transportation Management Associations with several surrounding towns, resulting in the receipt of the International City Manager's Award for Local Governance Excellence and the Massachusetts Community Compact with the Governor's Office.
- Unified and extended the security card access system in town buildings.
- Conducted Road Safety Audits at critical intersections including Forge Village Road/ Cold Spring Road to identify low-cost solutions to improve safety of the intersections.
- Attended Effective Leadership During Crisis program presented by MEMA covering topics such as Terrorism, Local Technology, Lessons Learned from Boston Marathon Bombing, Emergency Generators, Evolution of Crisis Response in US, Effective Crisis Leadership, and Local Technology Showcase: Innovative Smartboard Uses.
- Westford was selected to present as a featured town at MIIA Fall Conference – Lessons Learned from Last Winter – held in Westford in September 2015.
- Held our sixth annual strategic planning retreat to provide an informal setting for community input on important policy issues facing our town, achieving the highest attendance to date with 300 attendees.
- Provided support to the following new or existing task forces and committees:

  -12 North Main Street Task Force
  -Arts Technology and Scholarship Committee
  -Dog Park Task Force
  -Drew Gardens Task Force
  -Commission on Disability
  -Healthy Westford Community Committee
  -Town Farm Property Task Force
  -Town Center Parking and Traffic Study Committee
  -Multiple designer selection committees

We examine every departmental expense for possible cost savings, and we are committed to preparing an annual operating and capital budget that maintains the level of services our residents expect, while protecting our resources for now and the future.

Transparency and communication are critical for successful municipal operations. We strive to adhere to Open Meeting Laws, and publicize all relevant documents on our website. We produce a monthly Town Manager's Newsletter to alert our residents of events and town business that may be of interest to them. We also manage multiple Facebook and Twitter accounts.

We are fortunate to have extraordinary residents who freely share their time and expertise while volunteering for our town. We could not function without you. Thank you to all town officials, town boards and committees, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. And lastly, a special word of thanks to our honorable Board of Selectmen who provide us with guidance and support which enables us to do our jobs.

12 North Main Street Task Force

Appointed in September of 2014 by the Town Manager at the request of the Board of Selectmen, the task force continued its charge in FY16 to determine, assess and recommend the best pathway to take with regard to the disposition of this iconic granite mill building located in the heart of Graniteville. Title to three of the four parcels which comprised 12 North Main Street are now held by the Town of Westford, completing the necessary tax taking.

Jane Hughes
Chair

Nancy Cook
Vice Chair

Nancy Bissell
Jane Calvin
Eli Demetri
Robert Downing
David Gutbrod
Chris Kluchman
Don Siriani
Jeffrey Stephens
James VanBever
Robert Waskiewicz
Nancy Wimberg
Dennis Wrona

Tom Barry
Alternate
John Mangiaratti
alternate

The Task Force continued to meet publicly twice monthly in FY16. An informational display was set up for the 2016 Strategic Planning Retreat in June. Along with these efforts to keep the public informed, the Task force maintained its web page (westfordma.gov/12northmain) updating content regularly. Task Force members engaged in multiple discussions with the owner of 10 North Main Street and other adjacent property owners to coordinate reuse planning. A community meeting was held in the Fall of 2015 to share the results of the historic preservation feasibility and building stabilization study completed by consultants Bargmann, Hendrie + Archetype.

In the mid to second half of FY16, work supervised by Westford's Engineering Department progressed towards making the site safer and more structurally stable. At our 2016 Special Town Meeting in the Fall of 2015, $378,000 in Community Preservation Act funds were approved to facilitate three separate projects recommended by the architects who conducted the historic preservation feasibility and building stabilization study – shoring up the remaining, intact floor joists, stabilizing the smokestack and the removal of the debris on the first floor, largely created by the total collapse of the roof in March of 2016.

These critical actions, taken to address public health and safety concerns, occurred in the background while the Task Force went to work, at the request of the Community Preservation Committee, developing an Historical Preservation Restriction. It is anticipated that the Town will hold this restriction when the structure moves into private hands for development.

In April of 2016, the Task Force made its formal recommendations to the Board of Selectmen with regard to potential reuse scenarios. The BOS accepted the recommendation to solicit the development community for private development of the

12 North Main Street Task Force – Continued

parcels with a mixed use concept. The Task Force continues work on this front with expectations of producing a BOS approved Request for Proposals, incorporating the CPC approved Preservation Restriction. The RFP will clearly communicate the Town's desire to maintain the historical integrity of the neighborhood and to bring the parcels back onto the tax rolls for the benefit of the entire community.

AFFORDABLE HOUSING COMMITTEE

The Affordable Housing Committee advocates for the preservation and development of diversified housing opportunities for families and individuals whose income is less than the median income for the greater Lowell area. The Committee's goal is to keep this housing within community standards and dispersed throughout the Town. The committee strives to meet the State's mandate that 10% of the housing stock be permanently affordable to residents earning 80% or less of the area median income for the Westford region (this is the "Chapter 40-B" law).

Joan C. Croteau
Co-Chair

Robert F. Downing
Co-Chair

Edith Fruscione
Maureen George
Scott Hazelton
Karen Hudson
Chris Pude
Drew Vernalia
Alden Wood

Definition of Affordable Housing
Housing affordability is based on median household incomes in the region. The median incomes are determined by the US Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. Current median incomes in Westford region are:

Median Income	Household Size	80% of Median	50% of Median	30% of Median
$88,700	Four People	$65,700	$45,600	$27,350
	Two People	$52,600	$36,500	$21,900
	One Person	$46,000	$31,950	$19,150

Affordable Housing Committee Membership
Within this fiscal year, Alden (Denny) Wood submitted a Citizen Activity Form and was appointed to the committee. Kirsten Grueter resigned and Edith (Edie) Fruscione joined the committee. Also Jim Silva resigned after many years of service and Christine Pude was appointed to his seat a few months after her retirement as Westford Housing Director. Nancy Wimberg also submitted a form and likewise was appointed to committee. The membership total for this fiscal year was nine. Co-Chairs Rob Downing and Joan Croteau remained. The remaining current members of the Affordable Housing Committee were: Karen Hudson, Scott Hazelton and Bernie Meyler. At the end of the fiscal year the committee was full however interested parties were encouraged to fill out a Citizen's Activity Form from the Town's website and apply to join the Committee. At the close of the fiscal year, there was several citizen activity forms.

Paul Teixeira was the staff member throughout the fiscal year and served as recorder for the committee.

Affordable Housing Production Plan
At the start of the fiscal year, the Affordable Housing Production Plan is quickly reaching its five year life. The goal of the committee was to ensure a plan update was well underway during this fiscal year with a completion goal before the end of calendar 2016. Discussions were underway on the best way to update the Plan with Northern Middlesex Council of Governments (NMCOG). NMCOG was awarded a contract to

update the Housing Production Plan. A subcommittee was selected to work with NMCOG and Chris Kluchman, Director of Land Use Management, to prepare an update to present to the Board of Selectmen for approval. The subcommittee was comprised of Karen Hudson, Edie Fruscione and Chris Pude.

Additionally, NMCOG was awarded the Town grant to study multi-family zoning bylaws and how they could potentially incorporated into the Town zoning practices. A subcommittee was also developed to work with NMCOG the examine the Route 110 corridor for potential multi-family zoning as well as to provide suggested bylaw changes to the Board of Selectmen. The subcommittee consisted of Joan Croteau, Edie Fruscione and Denny Wood. Several subcommittee meetings were spearheaded by Chris Kluchman with NMCOG and the subcommittee members and held within the fiscal year with significant progress being made. The first public meeting to present the concept to the general public was held in late May 2016 and as the fiscal year closed progress was being made toward a final product.

Paul Teixeira was instrumental in both subcommittees and recorder for both committees.

Strategic Planning Retreat 2016
Several members of the AHC attended the 2016 Strategic Planning Retreat.

Ongoing Projects:

Tadmuck Meadows – Tadmuck and Littleton Roads – south side
Within this fiscal year the last of the affordable units was sold and this project is completed.

Stony Brook II – William B. Coakley site, near Stony Brook School
Despite some construction hurdles and delay, this project was substantially completed late in FY 2016 and had a grand opening scheduled. This project added 36 units to the subsidized housing inventory.

Littleton Landing – Corner of Littleton and Tadmuck Roads
This project consists of seven rental units for over-55 seniors as well as a separate five-bedroom group home. The Affordable Housing Trust Fund allocated $255,000 for this project in FY 2015 but the project has fallen on hard times with financing and applications. As the fiscal year ended the developer was still working solutions.

12 North Main Street
The task force continued to work on the potential re-use for 12 North Main Street. The property was transferred to the Tax Possession Sale Committee and subsequently ownership changed to the town. Funding was sought at town meeting and obtained to secure site for safety reasons and to structurally secure the building and insure no further degradation of the roof structure. A request for proposal was issued and the structural bracing of the roof and securing of the site was completed. Funding to help with the hazardous material abatement from the Commonwealth of Massachusetts was sought and is anticipated to be secured within FY 2017.

Town Farm Road Property Re-Use
Ms. Grueter started the year as the AHC member of the task force; with her resignation Mr. Wood became the AHC member. Meetings continue to discuss the re-use of this property continued resulting in the determination that affordable housing was not a valid use.

Abbot Mills II
The developer of Abbot Mills has purchased the four additional buildings and intends to convert them to apartments similar to the first phase. Ms. Kluchman is diligently working with the developer to facilitate meetings and discussions with DHCD before the process begins. This project will provide additional units to the Subsidized Housing Inventory.

Master Plan Implementation Committee (MPIC)
Ms. Croteau and Mr. Hazelton are committee members of the MPIC. They report monthly on the progress of the MPIC. Housing issues will be discussed by the MPIC and recommendations to the Town will be made including a re-look at the town housing by-laws.

Sugar Maple Lane
A 40B potential was discussed for property on Powers Road between Carlisle Road and Route 110. The potential is for a for-sale townhouse type of subdivision. Preliminary engineering was underway.

Tech Park West
A potential for a multi-family for-rent apartment complex adjacent to Tech Park West called Westford West was in preliminary discussions. This project, similar to Princeton Properties, would have two and three bedroom apartment style units. The percentage of affordable units would be sufficient to allow all 228 units to be counted on the Subsidized Housing Inventory.

Community Outreach
Ms. Croteau coordinated a joint meeting with the League of Women Voters to present information on what is Affordable Housing. A presentation was made in November 2015 with good attendance at the Library.

Meetings
The Affordable Housing Committee meets immediately after the Affordable Housing Trust meeting and allow ease of information transfer between both committees. The AHC meets the first Wednesday of each month at 7:30 P.M. in the Westford Housing Authority Community Room, 65 Tadmuck Road, Westford, MA 01886.

Affordable Housing Trust Fund

Rob Downing
Chair

Joseph Diamond
Trustee

John Parker
Trustee

Robert Waskiewicz
Trustee

Andrea Peraner-Sweet
Trustee and Board of Selectmen Representative

The Affordable Housing Trust Fund (AHTF) is a funding source for the creation and preservation of affordable housing in Westford through development, acquisition, renovation, and resale of a variety of housing types. The Community Preservation Committee (CPC) and Town Meeting created the AHTF to have a more efficient mechanism to address the Town's needs.

The AHTF has been well served by Paul Teixeira, the new Westford Housing Authority Executive Director, who assists with administration and research. Paul's experience in housing development and finance have been a tremendous asset both to the Housing Authority and the AHTF in the years to come.

A primary concern of the AHTF is achieving and maintaining the Town's compliance with Massachusetts' Comprehensive Permit law (40B). Achieving compliance with the Comprehensive Permit law will allow Westford to exert far more control over the type and location of housing development in the future.

The AHTF is funded through CPC appropriations of Community Preservation Act funds, mitigation payments from developers and private donations. Members meet regularly in open session as prescribed by law. The AHTF also meets on an 'as needed basis' to accommodate time-sensitive projects. Paul Teixeira, Westford's Housing Director, is an integral part of the AHTF's administrative process.

Some of the highlights in 2016 include the following:

We did things a little differently this year. The AHTF supported Habitat For Humanity and Common Ground in their requests to the CPC for approximately $175,000 each. Habitat will construct two single family homes and Common Ground celebrated the opening of its Stony Brook II community, bringing a total of 48 apartment homes to Farmer's Way. It should be noted that the Massachusetts Department of Housing and Community Development highlighted the Town of Westford's financial support for the Stony Brook homes.

The AHTF also supported the Affordable Housing Committee's request to CPC for $10,000 to perform the required update of the Town's Housing Production Plan. This will ensure the Town is in a position to benefit from the production of new community housing, and provides a valuable tool to Town staff and committees when considering development and land use issues.

The AHTF continues to work with the developer of Littleton Landing, which will consist of a group home and apartments for seniors. The developer has purchased the land and we are eagerly awaiting the start of construction.

In fiscal 2013, the AHTF made an important change in how it awards funds. Whenever feasible, the AHTF will make loans (2nd mortgages) to development projects rather than grants. These loans will carry an interest rate but payments will be deferred as long as

the housing units can be counted as part of Westford's subsidized housing inventory (SHI) in accordance with the 40B law. Structuring funding awards as loans will protect the Town against the loss of these units to foreclosure or other dispositions made by the owner/developer.

Looking forward, Westford must be proactive in meeting its affordable housing goals, as mandated by the Commonwealth of Massachusetts. We have made good progress, and currently 8.3% of the homes in Town are set aside for residents earning below the median income for our area. However, when the new census comes out in 2020, that percentage will likely go down if we don't continue our efforts to provide a diversity of housing. We must focus on both large and small increases that move us gradually to the goal of 10% of the Town's home being available for families earning less than the median income for Westford.

The AHTF works cooperatively with the Affordable Housing Committee (AHC) and the Tax Possession Sale Committee to assure a thorough vetting of properties which may be considered for affordable housing purposes. The AHTF and AHC work together in order to achieve our mutual goals in the most efficient manner possible. The AHTF's ability to provide financial support to these efforts is critical to their success.

Animal Control Department

Meg Mizzoni
Animal Control Officer

John Greenhalgh
Assistant Animal Control Officer

Tim Whitcomb
Assistant Animal Control Officer

The Animal Control Department provides domestic animal control services to the Westford community. Our Animal Control Officers are responsible for enforcing Town Bylaws and Massachusetts animal control regulations M.G.L. Chapter 140, Sections 136A through 176. Our officers respond to a variety of citizen requests for assistance, to include animal bite incidents, noise complaints, injured or deceased animals, human encounters with wild animals, and many other resident specific needs.

Response Activity

The majority of calls reported to our Animal Control Department are for noise complaints and lost or found dogs. When an animal is found, our Animal Control Officers attempt to locate the owner and ensure the animal is cared for properly while in the town's kennel. If the owner is not found, our Animal Control Department works to find a placement in foster care. Our officers have responded to numerous wildlife sightings throughout the past fiscal year, including bears, coyotes, fisher cats, skunks, raccoons, and snakes. With each of these reports, our officers have investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the police department.

Board of Assessors

Jean-Paul Plouffe
Principal Assessor
Christopher Ruel
Assistant Assessor
Titus Palmer
Chairman
Michael Coravos
Diane Holmes

The assessors' office completed its interim annual revaluation for fiscal year 2016 certification (July 1, 2015-June 30, 2016), based on a valuation date of January 1, 2015. Approximately 700 parcels were reviewed and/or visited and a thorough analysis of sales occurring in calendar year 2014 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have stabilized in many neighborhoods while there were some neighborhoods that saw increasing values. Generally speaking market data still reflects an overall stable market. New growth for FY 2016 was $55,454,696. This is a significant decrease of approximately 49% from FY 2015. This was due to completion of projects that were started during the previous two fiscal years, as well as diminished number of building permits, and a review of approximately one half of Personal Property accounts. The areas of nominal growth were from the following:

1. Completion of construction at Princeton Apartments.
2. Continued construction at Summer Village.
3. Completion of construction at two to three new subdivisions.
4. Completion of construction at Graniteville Woods and Tadmuck Meadows.

	FY 2015	FY 2016	% change
Total taxable assessments	$4,177,511,486	$4,314,171,996	+3.271%
Tax levy	$67,843,888	$70,329,144	+ 3.663%
Residential tax rate	$16.24	$16.30	+0.369%
Average single family residence assessed value	$464,422	$479,996	+3.353%
Average single family tax	$7,542.54	$7,823,.94	+ 3.731%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2016. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2016 commercial/industrial tax rate was $16.50.

The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2016. The assessors' office continues to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2016 saw a slight increase in the number of applications for abatements of real and personal property from FY 2015. Abatements are typically applied for because property values were adjusted for FY 2016 because of the interim annual certification and revaluation. Westford is a very desirable community as reflected in market activity and

sale prices.

It has been a very busy year for the assessors' office due to the completion of the interim certification and revaluation; monitoring the various elderly exemptions, other exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

Exemptions
In FY 2016 the Board of Assessors granted 163 statutory exemptions for property taxes in the total amount of $176,124.08 (veterans, elderly over 70, blind, Clause 41C). Nine applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 229 Community Preservation exemptions applications that were granted. Total CPA adjustments granted, including statutory exemptions, were $22,809.17.

Abatements
In FY 2016 there were 89 requests for abatements on real and personal property. Of these, 65 abatements were granted, 20 were denied, and four were withdrawn. There was also one abatement request for a Supplemental Assessment/Tax for FY 2016 which was granted. There were three Fiscal Year 2016 appeals filed with the Appellate Tax Board. There were nine pending appeals from the previous fiscal year. Of these, one was withdrawn; and one appeal was settled. The Commissioner of Revenue continues to be in litigation with several telecommunications and wireless companies for FY 2003 through 2016. Some of these have been settled and/or withdrawn. However, there are still many appeals pending.

Bruce Freeman Rail Trail

Construction Progresses on Phase 2A: Westford, Carlisle and Acton

Pat Savage
Director,
Parks, Recreation,
Cemetery Dept

Kelly Ross
Liaison,
Board of Selectmen

Christopher Barrett
Emily Teller
Board Members,
Friends of the Bruce
Freeman Rail Trail, Inc.

Throughout the summer, fall and winter months since the weather was mostly mild, clearing and removal of the rails and ties, continued on the "next" 4.9 miles of the Bruce Freeman Rail Trail in Westford. This spring and summer has seen significant progress southward with habitat protection prior to Right of Way (ROW) work, leveling and clearing of the ROW, and, especially visible, construction of the "flyover" bridge in Acton, which will enable trail users to "fly" over Routes 2A/119 on their way, eventually, to Framingham. Please visit the BFRT website (see end of this article) for news and updates for Phase 2A, Phases 2B (through the Concord Rotary which will have a "flyover" bridge, too), 2C (through West Concord to the Sudbury town line) and Phase 3 – Sudbury and Framingham. The BFRT will eventually be over 26 miles in length – the longest rail trail in eastern Massachusetts.

What's New in Westford?

Because of a significant donation to the Friends of the Bruce Freeman Rail Trail, Inc. by the O'Donnell-Wieselquist family of Westford, and other donations totaling several hundred dollars dedicated to helping fund this equipment that were also received, the FBFRT Board of Directors could fund the much-needed upgrading of the original 2009 BFRT/ roadway crossing system at Acton Road (Rte. 27). This safe-crossing system consists of Rapid Response Flashing Beacons (RRFB) which alerts drivers that rail trail users are at the road crossing. It's solar powered, uses motion detectors, and is microwave-driven. New signs installed on both sides of the BFRT will also more effectively remind trail users that vehicles have the right of way, and that the trail users need to stop and push the crossing signal button before crossing the road.

Permission for a kiosk and benches in the Westford Right of Way WAS granted (after four years of asking) by the Massachusetts Department of Transportation; however, you will have to read next year's Annual Town Report for details about those – unless you visit the Bruce Freeman Rail Trail and see them for yourself.

The annual Live for Liv Ride on the BFRT was staged at the 4H grounds in Westford in July. This ride is always a spectacular success – not only for the fund-raising accomplished for domestic violence work that the Live for Liv Foundation supports, but also for the dedication and enjoyment of the runners, riders and volunteers of all ages on the day of the event.

It Takes A Village…

The Town's "unsung heroes" – town workers and volunteers who help make the BFRT an enjoyable experience – have been busy. Our trail stewards, Dave Earl, Bob Shaw and Ron Johnson, continue to sweep and clear sections of the BFRT throughout the year – collecting trash and moving debris. Linas Alinskas, a BFRT abutter, also serves as a trail steward. The Westford Conservation Trust Trail Stewards have given hours of their Tuesdays to similar surface work and occasionally moving of branches and weeds. Westford Highway Department workers Mathew Critch and Zac Britten painted new "XING" and bicycle stencils on Acton Road near the BFRT crossing, and Park and Recreation Department workers mowed the weeds along the rail trail. Town Engineer Paul Starratt is the Westford liaison for the Phase 2A construction along Westford's 0.5 miles for the next two years. Town Counsel Katharine Klein helped significantly with MassDOT's permission for ROW amenities. Kelly Ross is the Board of Selectmen's BFRT Liaison whose support is essential, along with that of Jodi Ross, Town Manager, and her staff. We continue to be grateful for the hard work and active goodwill extended throughout the year by the Town staff in many departments.

Would you like more Rail Trail information?

The Friends of the Bruce Freeman Rail Trail, Inc. maintain a website that has construction updates for Phase 2A (and future phases), as well as maps and parking information for the Bruce Freeman Rail Trail, and also many links to and information about the many other rail trails in New England:
www.brucefreemanrailtrail.org

Building Department

Mission Statement

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and bylaws that pertain to both the state building codes and bylaws of the town of Westford. To assist - to the best of our ability - all customers with the permitting process and any questions, concerns or complaints they may have.

Matthew Hakala
Building Commissioner

Nancy Lima
Records Supervisor II

Dennis Kane Jr.
Electrical Inspector

Arthur Smith
Plumbing / Gas Inspector

Chester Cook
Assistant Building Inspector / Gas Inspector

Richard Colantuoni
Assistant Building Inspector

Some of the projects that the department was involved with for FY 2016 were:

Commodore Way was completed;
Stony Brook II – Coakley Circle (off Farmer's Way) was completed;
Permits for Orchard Square were issued (old Tiki Lau location)

The permit totals for the past four fiscal years are:

Permit Type	FY 13	FY 14	FY 15	FY 16
Cert of Insp.	56	42	60	62
Commercial	126	109	107	96
Curb Cut/Driveway	3	7	38	45
Demolition	13	10	14	15
Electrical	843	754	775	852
Gas	613	526	460	523
Plumbing	525	442	418	440
Residential	829	789	808	1014
Sheet Metal Mechanical	129	106	81	83
Sign	56	22	23	21
Tent	27	11	50	28
Trench	81	84	94	92
Wood Stove	21	18	19	17
Total	**3322**	**3103**	**2947**	**3288**

BUILDING DEPARTMENT – CONTINUED

Last year the Building Department took in fees totaling over $673,531.64, which is greater than the previous year. The total number of permits issued had significantly increased from the previous year.

The Building Department website continues to be constantly updated with new information. There are changes to the building code including the energy code so please visit the site and see what's new:
westfordma.gov/168/Building-Department

Capital Planning Committee

The Capital Planning Committee was formed in December 2008 by the Town Manager, and has spent the past eight years reviewing and prioritizing capital needs throughout the Town. This committee's purpose is to provide an objective and consistent forum whereby all of the town's capital requests can be planned, prioritized and recommended. This committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Board of Selectmen, Finance Committee and ultimately town residents as to how to best spend the resources that the town has for capital expenditures.

Mark Kost
Chair
Board of Selectmen

Kathy Auth
Director of School Finance

Arthur Benoit
School Committee

John Cunningham
Conservation Commission & Master Planning Committee

Heather FitzPatrick
Finance Committee (Alternate)

Paul Haajar
At Large Member

Tom Mahanna
Permanent Town Building Committee

Dan O'Donnell
Finance Director

Bill Olsen
Superintendent of Schools

Jodi Ross
Town Manager

Kelly Ross
Board of Selectmen

Glen Secor
Finance Committee

In completing its task for FY 2016, the committee heard from each department and prioritized the projects. This resulted in the recommendation to allocate $1,535,257 from free cash to fund FY 2016 capital. The committee also recommended that $1,853,312 be appropriated from Water Enterprise retained earnings and $31,540 from ambulance retained earnings to fund various capital needs. In addition, Town Meeting authorized the borrowing of $1,895,000 for the reconstruction of Main Street. Lastly, Town Meeting authorized the borrowing of $510,725 for the design, survey, and construction of a sidewalk on Plain Road from Nutting Road to Poplar Road and for the survey of a sidewalk extension on Concord Road to the Colonel John Robinson School. In total, $5,825,834 worth of capital equipment and projects were approved in FY 2016, which were all authorized at the April 2, 2016 Annual Town Meeting.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the committee will help the town understand the tax impact of capital expenditures, and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

For a listing of capital appropriations approved at the Annual Town Meeting held April 2, 2016, see the meeting's minutes, starting on page 31.

Cemetery Commission

The Cemetery Commission acts as the policy setting committee for the Town's six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds, and oversees the operation and care of the town-owned cemeteries. The Commission is appointed by the Town Manager. They meet quarterly and schedule additional meetings as needed.

Johnathan Ash
Chair
R. Bradley Potts
Daniel Provost
George "Yogi" Rogers

Website: www.westfordma.gov/264/cemetery-commission

The department maintains approximately 30 acres of cemetery land comprised of five town cemeteries and one burying ground. Fairview, Hillside, Westlawn, and Wright cemeteries are listed on the National Register of Historic Places (individual property). Old Pioneer Burying Ground is located in Parker Village. Pine Grove Cemetery in Forge Village is the location of most new sale of lots. Pine Grove has an additional 11 acres of land for future expansion of the Cemetery and Wright has an additional 5 acres available for development. The Commission has begun the discussion on future expansion and development of cemetery land.

The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The Cemetery operation is a division within the Parks, Recreation, and Cemetery Department; Patricia Savage, Director; Richard Nawoichik, Cemetery Supervisor; and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day to day maintenance of the cemetery grounds, burials, sale of lots, burial, deeds, and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits.

The Commission regularly reviews the fee structure for cemetery-related charges and has made changes as needed. The last complete change in the fee structure was in January, 2012.

The new single-grave lot section added in Pine Grove Cemetery is almost fully sold. The Cemetery Commission has been discussing the expansion of the cemetery into the remaining acreage. A new area by the department office adjacent to section E has been identified as the first area to clear with the work to be done in house during FY'17.

Highway Superintendent Richard Barrett arranged for a chain saw training through the State which took place at Pine Grove Cemetery. A number of trees were taken down in the expansion area for new grave lots. Cemetery Supervisor Richard Nawoichik worked with the instructors in identifying trees for the training.

The Cemetery Supervisor has identified and removed a number of overgrown shrubs that were infringing on graves at Fairview Cemetery. Where possible and as a courtesy to families or persons of interest they were contacted prior to removal of shrubs. This is an ongoing project that when time permits plantings that are too big for the gravesite will be removed or trimmed back.

CEMETERY COMMISSION – CONTINUED

The Commission has been working for several years to revise the Cemetery Rules and Regulations. There have been a number of revisions to clarify what the deed owner is allowed to do and what needs to be done to notify the Cemetery Supervisor. Commissioner Brad Potts completed the final revisions for review and approval by the Commission. It is anticipated the new Rules and Regulations will be published and available in 2017.

In the spring of 2015 the Commission was contacted by Julie Perkins and Buretta family members to add new plantings to the Contemplation Garden at Pine Grove Cemetery. Julie is the daughter of the late Christina Buretta. The Parks and Grounds Crew removed all overgrown plantings and invasive weeds and prepared the area for the new plantings. Julie and family members have followed through with maintaining the new plantings. The garden has been well maintained by the family members and grounds crew.

In addition to the new plantings, the Commission worked with the Highway Department on a new walkway from the road to the garden and columbarium was completed. Solar lighting was added at Pine Grove to light the flag in the center of the Contemplation Garden. If the solar panel and lighting proves successful, the Commission will explore lighting flags in the other cemeteries.

Long time Cemetery Commissioner George Rogers has finished his tenure. The Commission wishes him well and thanks him for his input and years of dedicated service.

The Commission also wishes to thank Jonathan Ash as he too has finished his tenure on the Commission. Jon worked on the draft document for Rules and Regulations.

Sale of lots – 32 – 2 urn garden lot, 2 niches, 4 single flat marker lot, 8 single full grave lot, 14 double full grave lot, 2 three full grave lot

Burials/Openings - 57 – 29 full burials, 28 urn burials

Monument Permits – 7

COMMUNITY PRESERVATION COMMITTEE

Kathleen Healy
Chair (At-Large)

Marilyn Frank
Vice Chair
Conservation Commission

Kate Hollister
Planning Board

John Cunniffe
Historic Commission

Chris Barrett
Parks and Recreation Commission

Nancy Wimberg
Housing Authority

Robert Jefferies
Christine MacMillan
Bob Price

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

FY 2016 Community Preservation Funds: $2,258,759.75

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 29.4% state match of $513,583 on November 25, 2015. This amount was just a little less than the state match from the prior year ($514,377), however this amount can vary significantly from year to year depending on state funding availability.

In FY 2016, Westford locally raised $1,745,176.75 in Community Preservation funds.

Westford has an annual commitment of approximately $790,000 (thru 2019) for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is approximately $85,000 (through 2033).

3% Community Preservation property tax surcharge	$1,644,891.63
Investment income	$96,236.22
Interest on late tax payments	$4,048.90
Local FY 2016 Community Preservation total	**$1,745,176.75**
State Match (received 11/25/15)	$513,583.00
TOTAL FY 2016 Community Preservation Funds	**$2,258,759.75**

On October 19, 2015, the Community Preservation Committee (CPC) recommended the following appropriation at the Special Town Meeting.

It was voted that the Town appropriate from Community Preservation Funds the sum of $378,250 (THREE HUNDRED SEVENTY-EIGHT THOUSAND TWO HUNDERED AND FIFTY DOLLARS) as follows:

$378,250 - 12 North Main St Stabilization Phase I
For historic preservation or rehabilitation purposes in connection with the 12 North Main Street Stabilization Phase I project and any other related costs, and to authorize the Board of Selectmen to convey a historical preservation restriction on the property.

On April 2, 2016, the Community Preservation Committee (CPC) recommended the following projects at the Annual Town Meeting.

It was voted that the Town appropriate from Community Preservation Funds the sum of $1,535,257 (ONE MILLION FIVE HUNDRED THIRTY-FIVE THOUSAND TWO HUNDRED AND FIFTY-SEVEN DOLLARS) as follows:

Transfers to the Affordable Housing & Conservation Trust Funds

$215,935 to the Affordable Housing Trust
To the Affordable Housing Trust for the creation, preservation, support, rehabilitation, or restoration of affordable housing and any other related costs.

$190,000 to the Conservation Trust
To the Conservation Trust Fund for future land purchases and any other related costs.

Historic Funding

$8,000 Two Properties on Historic Register (Historical Commission)
For the placement of two historic properties on the National Register and any other related costs.

$270,000 Roudenbush Design Fees (Historical Commission)
For funding the design fees associated with the rehabilitation of the Roudenbush building located at 65 Main St and any other related costs.

Affordable Housing Funding

$171,025 Stony Brook II (Common Ground Development Corporation)
For structural fill materials and removal of unsuitable organic materials at the Residences at Stony Brook II and any other related costs.

$20,000 Subsidized Housing Inventory (SHI)Analysis (Affordable Housing Trust)
To hire a consultant for a Subsidized Housing Inventory (SHI) safe harbor land analysis and any other related costs.

$10,000 Housing Production Plan (Affordable Housing Committee)
For a Housing Production Plan, in order to receive safe harbors in accordance with Chapter 40B and any other related costs.

$170,000 Two Affordable Properties at Graniteville Road (Habitat for Humanity of Greater Lowell)
For construction of two affordable housing properties located at 75 Graniteville Road and any other related costs.

Administrative Funds

$15,000 Community Preservation Committee Administrative Expenses

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, and unused expense funds are returned to the Undesignated Community Preservation Fund Balance.

Appreciation

The Community Preservation Committee would like to recognize town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

Conservation Commission

The Conservation Commission is the Town body responsible for administering the State Wetlands Protection Act and the local non-zoning wetlands bylaw to protect the town's wetlands and their resource values. The Commission also acquires and holds land on behalf of the Town for protection of the Town's natural resources, and watersheds. The Commission manages these properties for conservation and passive recreation.

Eric Fahle
Chair

Peter Mahler
Vice Chair

Robert Boonstra
John Cunningham
Marilyn Frank
Jim Gozzo
Ann Jefferies

Wetlands Protection Act and Local Non-Zoning Wetlands Bylaw Administration

The Conservation Commission permitted a large number of new projects and renovations in or abutting wetlands. A few of note include: a blanket permit for the Westford Highway Department to perform routine maintenance on the roadways; improvements to Kimball Farms sewage disposal system; redevelopment of the former Tiki Lau site; a 6-acre expansion for storage of materials at 10 Commerce Way that required two stream crossings and stormwater management improvements; water quality and invasive plant management of Burge's Pond, Keyes Pond and the Old Mill/Graniteville Pond. There continued to be a significant number of applications for new single family dwellings and modifications to existing properties. This year a large number of residents requested approval to remove trees within the wetland buffer zone. The majority were concerned about trees falling on their houses or within play areas of the yard. Although the state has not officially declared the area in a drought, Westford is seeing the impact on trees, ponds and waterways. Grassy Pond was dry and other shorelines exposed due to lack of rainfall and lower than normal snow melt.

The Commission continues to enforce compliance with the Wetlands Protection Act and the local non-zoning wetlands bylaw and issued two new enforcement orders. One was for unpermitted work within a wetland resource area and the other for alteration of a wetland by all-terrain vehicles (ATV's). Restoration monitoring for wetland alteration was ongoing at a couple sites in town.

Land Management

Considerable improvements were made to the Hill Orchard farm stand including new windows and awnings, painting inside and out, and a new sign. Farmer Dave, with the assistance of the Highway Department, improved site visibility of the orchard by clearing brush along Chamberlain Road.

At the Stony Brook Conservation Area, the Friends of East Boston Camp completed the construction of the new bathhouse. The Marcus Lewis Day Camp and the Westford Park and Recreation Department operated day programs in the East Boston Camp (EBC) section of the property. Jeff Mount was hired as the Facility Coordinator for the EBC ensuring property upkeep so the camps could operate. In addition, Mr. Mount prepared the site and cabins for rentals which included a wedding, Scout weekends, Live Action Role Playing, various individual renters, and the Westford 5th Grade Environmental Camp. Several Westford Academy students volunteered their time to work with Mr. Mount during the spring to ready the EBC for the upcoming camp season. The

Commission thanks the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in caring for this conservation land. The Recreation Department continues to run the facilities licensing program at EBC. Certain buildings are available for overnight stays, functions or other programs. More information on the summer programs and licensing is available at the Recreation Department website at: www. westfordma.gov/pages/Government/TownDepartments/.

At the Day Land located at the intersection of Graniteville and Cold Springs Roads, the Community Garden flourished on one acre that was set aside for its use. The lease of the remainder of the field, approximately 5.5 acres, was broken by the farmer citing the lack of a water source as the major factor in the decision to break the lease.

The Conservation Commission received frequent complaints of ATV and off-road vehicle use at Nashoba Pond (a.k.a Kennedy Pond). The police were able to track the off road vehicle to a nearby home and the owners were advised of the violation of the Conservation Land Rules and Regulations. The ATV's were more elusive.

We thank the volunteers who work with the stream team under the leadership of Kate Hollister and Diane Duane with support from the Commission and the Westford Conservation Trust for their work that straddles both wetland protection and conservation land management.

The town benefits from the many volunteers who labor to keep our trails passable in our open spaces. The Westford Trail Stewards, led by Bill Harman, meets once a week to clear paths. Ron Gemma of the Westford Conservation Trust continued to head up the Westford Invasive Species Control Group as they seek to contain a number of plant species that are detracting from the natural beauty and resources of the town. We appreciate the hard work of the Boy, Girl and Eagle Scouts with all types of projects on our lands. Their hard work and dedication ensure that our conserved lands will always be cared for.

Our continuing thanks to all the groups and individuals for their hard work and dedication towards preserving, protecting and enhancing the community's natural resources.

Land Acquisition
A 19.45-acre property at 64 Main Street was transferred to the Conservation Commission from the Board of Selectmen, placing the parcel into the care and custody of the Commission for conservation purposes. Approximately 21 acres of open space within the Laughton Farm Subdivision was deeded to the Town through the Conservation Commission for conservation purposes. The Commission acquired another 1.6 acres for conservation purposes through the transfer of eight tax possession parcels. The Commission continues to work with land owners, developers and town committees to preserve land important for conservation purposes.

Staff and the Commission
Conservation/Resource Planner Carol Gumbart, Assistant Planner Danielle Evans and

Conservation Commission – Continued

Permitting Program Assistant Erin Toothaker, under the direction of Chris Kluchman, the Director of Land Use Management, are the staff to the Conservation Commission.

The Commission members also participated on other town committees. John Cunningham serves on the Public Works Initiative Committee, Capital Planning Committee, Stormwater Advisory Group, and Master Plan Implementation Committee and is also an Election Officer (Closer). Jim Gozzo is a member of the Town Forest Committee and is also an Election Officer (Precinct Warden). Marilyn Frank serves on the Community Preservation Committee as Vice Chair. She is also an Election Officer (Warden). Bob Boonstra serves on the Drew Gardens Task Force. If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the Commission's website, which can be accessed at westfordma.gov/296/Conservation-Commission

CONSTABLE

John R. Sullivan
Constable

Constable duties have evolved into the service of noncriminal papers (e.g. summons, subpoenas, and town meeting notices). A legislative background is given for a constable's general duties that include preserving the peace, preventing crime, arresting all offenders in the town who might be arrested without a warrant, and procuring warrants in other instances of crimes committed. In addition, Massachusetts statutes provide that constables may serve the civil process and warrants and processes in criminal cases. They are required to serve all warrants and other processes as directed by the town and they may serve demands, notices, and citations. Particular prosecutor powers are described including the punishment of persons who neglect or refuse to assist a constable in the execution of office in a criminal case, in the preservation of the peace. In the apprehension or securing of a person for a breach of the peace, or in the case of escape or rescue of persons arrested upon civil process. A constable has common law power to make an arrest without a warrant in the case of a felony upon probable cause, and in the case of a misdemeanor committed in his presence which involves a continuing breach of the peace. A constable can also make warrantless arrests in certain instances.

The table below represents all services conducted by the constable in FY 2016.

Service Requested	Total
Summons	10
Evictions	0
Subpoenas	4
Complaint-domestic	11

Council on Aging

Jennifer Claro
Director

Helena Crocker
Chair

Nancy Cook
Dorothy Hall
Patricia Holmes
George Roberts
Robert Tierney
Kathryn Wilson

Sandy Collins
Alternate

The Cameron is privileged to be a community focal point where active and/or older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage involvement in and with the center any community.

2016 was a transformative year with new leadership and staff as well as volunteers and partnerships.

The Cameron is a vibrant place where you will find many of Westford's resident age 60 and over participating in a large amount of social, recreational, health and educational offerings as well as fostering a fervent community of camaraderie and fun.

Activities, Services, Meals & More

In 2016 the diversity of services and activities grew significantly. New offerings included two Cameron Fitness Camp classes, rowing, watercolor, veterans' quarterly lunch sponsored with the towns veterans' agent and the American Legion Post #159, a lunch program offered each Wednesday and Friday at noon and a partnership with Nashoba Tech's culinary arts program catering two very popular monthly lunches. Also new are day trips provided by our COA vans to places such as Revere Beach Sand Sculpture Festival, Rockport Trip/The Paper House, Kimball Farm, Pickity Place, just to name a few. Our transportation program did a great job educating our riders and those who do not drive at night that we would be glad to transport individuals to the center for all night activities that are sponsored at/with the Cameron Senior Center.

We have seen an increase in new faces attending functions in the evening other than bingo on Thursday nights. This in addition to the staples that range from 13 weekly exercise classes, billiards, computer lab, genealogy, cook-outs, Fitness Center, Up-Beat Band, Cameron Music Makers, Ping Pong, Men's breakfast, Woman's Breakfast, golf, cultural, trips and more.

The COA was thrilled to leverage the use of our grant funding that allowed for our first successful Lobster Bake, Mid-winter luncheon at the Westford Inn, educational/cultural programs and special performances by Leeny Sol Seamonds titled The Red-Faced Goddess and a production by the Delvena Theatre Company which the latter was made possible with the support of the Westford Cultural Council.

The Social Services/Outreach Services
The Town social worker is available to assist all Westford residents and can be contacted by calling 978-692-5523.

The Council on Aging is dedicated to the well-being of our residents age sixty and older and provide assistance with advocacy, SNAP Benefits, Fuel Assistance and Housing applications, AARP Tax Preparations, SHINE, Holiday Baskets, financial hardship situations, TREAD and tax program applications, medical equipment, sand buckets, Friendly Visitors, referrals and much more.

This year the Meals on Wheels program which is housed in the Cameron Senior Center was taken over by Elder Services of Merrimack Valley. Meals on Wheels is a donation-based volunteer program that provides a warm, nutritious meal to one's home as needed. To sign up for Meals on Wheels one must call Elder Service Congregate lunch program at 1-800-892-0890.

Property Tax Rebate Program
This program is administered through the Cameron Senior Center under the guidance of Alison Christopher, Town Social Worker and Pat Reppucci, Cameron volunteer. In 2016, 25 Westford residents age 60 and over worked in various Town departments for 110 hours and in return received a $1000 tax credit off their property tax bill. To learn more about this program call the Cameron at 978-692-5523.
No income guidelines required.

Did You Know?

-More than 7,336 round trips rides were provided to by the Cameron Senior Center's Transportation Program thanks to our partnership with the Lowell Regional Transportation Authority and the Town.

-More than 3,503 Westford residents were assisted through our social services program.

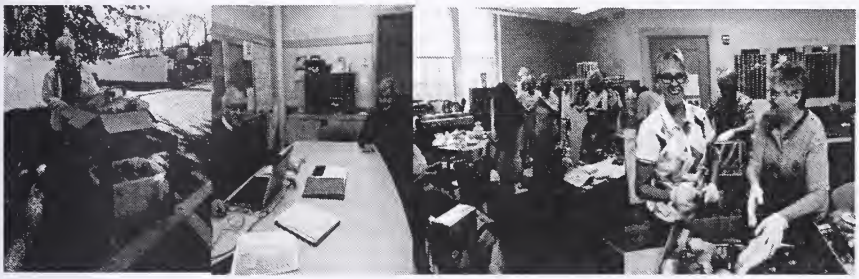
-Our Outreach coordinator with the help of wonderful volunteers assisted 5,855 residents by providing a friendly visitor, raking/trash assistance, sand buckets, handy man services, medical equipment disbursement, group support, telephone reassurance, wellness checks and other valuable quality of life improvements.

-The Westford Food pantry is housed in the Cameron Senior Center but is not a program of the Council on Aging. The Westford Food Pantry serves all Westford households as well as non-Westford residents. Hours of operation can be found on their website at westfordfoodpantry.org.

-More than 280 Westford households were provided with holiday food baskets and/or gifts thanks to many families, schools, charitable organizations, places of worship, and businesses. 2015 marked a joint effort with the COA and St. Vincent de Paul-St. Catherine's joining together as opposed to having two holiday basket programs. We look forward to this continued collaboration.

-A new Westford Social Services Resource Book was made by our COA Social worker and Outreach Coordinator. If you would like a copy please feel free to request one at the center or look at our website at www.westfordma.gov/coa.

Volunteers



The Cameron Senior Center could not run without the tremendous support of our volunteers. We have 153 volunteers that work in the Cameron whether as an as a fitness monitor, displaying a trendy outfit on the Trudy's Boutique mannequins, preparing and/or serving a warm meal, visiting a homebound neighbor, providing SHINE counseling, preparing tax returns, helping taking out a fellow Cameron participant's window A/C unit, setting up the breakfast bar, coordinating the Harvest Fair, cooking breakfast and so much more.

Income tax returns
A special thank you to Hal Schreiber who did an outstanding job completing a record-breaking 270 tax returns in 2016. We are so fortunate to have someone who is so knowledgeable and truly goes out of his way to help his fellow Westford neighbors with their tax filings. We also would like to thank Richard Severyn who assisted Hal in this effort. In 2016, our volunteers donated 21,160 hours.

Did You Know…

-850 Westford residents received fresh, organic produce for ten weeks during July-September from Gaining Grounds in Concord, MA and New Entry-World Peas Food Hub in Lowell, MA. These two programs were so very well received and appreciated by all recipients.

-Every Thursday we receive incredible donations from Whole Foods and these items are given out at 2PM first-come first-serve to over 70 residents to help supplement their food budget.

-The Council on Aging and the Friends of the Cameron Senior Center Board of Directors renamed the Cameron Closet to Trudy's Boutique this year in memory of Trudy Laslie, who we lost this year.

Friends of The Cameron
A very special thank you to this organization for their commitment to financially support the Cameron Senior Center and Westford residents age 60 and over. Special mention: all the exercise classes offered through the Cameron this year were free thanks to a $24,000 donation to the Town. Also, we would like to recognize their financial support in assisting on several critical hardship situations, subsidizing special events and supplementing our center with needed supplies.

2015-16 Board of Directors:
Edward Greenwood, President; Richard Severyn, Vice President; Joyce Cederberg, Secretary; Joyce Newton, Treasurer; Joan Greenwood, Barbara Upperman, Marjorie Hunter, Marcel LaCombe, Diane Mudgett, Helena Crocker, Trudy Laslie, Paul Theroux, and Richard Lemieux.

COA Contacts and Hours of Operation
The Council on Aging Board meets the second Wednesday of the month at 4PM in the Cameron Senior Center Conference Room. Please remember the public is always welcome at these meetings.

The Cameron is open Monday, Wednesday and Friday from 8AM-4PM and Tuesday and Thursday from 8AM-8PM. We are located at 20 Pleasant Street in the beautiful, refurbished Cameron grammar school. The public is always welcome.

Cultural Council

The Westford Cultural Council received a total of $4900 from the Massachusetts Cultural Council (MCC) to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. This year, the council awarded $4900 in grants. In awarding grants, the council seeks to serve a broad spectrum of Westford's population.

The council received 21 applications and awarded grants to the following 19 applicants:

Yen Yen Lim
Angela McAlister
Co-Chairs
Denali Delmar
Prabaht Gupta
Erin Heinhold
Brian Pitts
Lynda Vernalia

Demographic Served	Applicant	Project	Location	2016 Award
Elementary School	The Discovery Museum	$1 EBT admission	Acton	$250
Middle School	Westford Academy Theater / MA Educational Theater Guild	Massachusetts High School Drama Festival	Westford	$400
	Westford Academy Robotic Club	US FIRST Technology Challenge	Westford	$500
	Rbt. Creeley Foundation	Award & Poetry Reading	Acton	$100
Seniors	Delvena Theatre Company	Laugh with the Ladies	Westford	$350
	Katherine Russell	The Red Faced Goddess: Leeny's Trip to China	Westford	$300
General Audience	Westford Museum / Stephen Liokith	Town Band in Civil War Music	Westford	$200
	Westford Firefighters Pipes & Drums	Replace drumming equipment	Westford	$500
	Open Door Theater	ASL interpretation of Muscial Peter Pan	Acton	$300
	Sunanda Sahay	Essence of India & Pakistan	Acton	$250
	Contemporary Arts Int'l.	Stone Carving Symposium	Acton	$300
	Umbrella Community Arts Center	African Artistry	Concord	$200
	Susan Edwards Richmond	2016 Plein Air Poetry Chapbook	Harvard	$100

CULTURAL COUNCIL – CONTINUED

Demographic Served	Applicant	Project	Location	2016 Award
General Audience	Nashoba Valley Concert Band	Music Concert	Westford	$250
	Westford Chorus	Music Across the centuries: '90s	Westford	$400
	Indian Hill Music	Bach Lunch concerts	Littleton	$300
	Nashoba Valley Chorale	Verdi Requiem	Littleton	$100
	Carlisle Chamber Orchestra	Spring Concert – Pianist Kadar Qian	Carlisle	$100
			FY2016 Grants	**$4,900**

The Cultural Council hosted a booth at the Westford Strawberry & Arts Festival in June of 2016 to publicize the grant opportunity and to recruit council members. Two newspaper articles and one press release were published. The Westford Cultural Council (WCC) used social media, Facebook, to help publicize the 2017 grant cycle.

The MCC launched an online application project in 2016. Members of the WCC participated in the online training. As part of the launch all local cultural council organizations were required to develop and publish funding guidelines. The WCC conducted an online survey to collect feedback from the Westford community regarding areas of focus. Based on the feedback the WCC funding priorities are as listed below.

The WCC funding priority will be given to programs held in Westford, and by Westford artists, arts organizations, schools, and community organizations. Other programs which benefit the Westford community or Westford artists are also encouraged to apply. WCC funding priorities will go to projects which fit at least one of the descriptions below.

- Arts education,
- Community-wide gathering: festivals, concerts, plays, etc.,
- Nature, science and environmental education projects,
- Field trips for museums, performances, or cultural experiences, etc.,
- Professional development of local artists through community projects, or projects celebrating local history, inclusiveness, cultural diversity.

The priorities are posted on the MCC website www.mass-culture.org/westford.

Angela McAlister, Co-Chair, was awarded a scholarship to attend the Americans for the Arts conference held in Boston in June 2016. A full report submitted to the MCC state agency detailed the benefits of the conference.

CULTURAL COUNCIL – CONTINUED

Grants For Current and Previous Years				
Year	**Number of Applicants**	**Number of Grants Approved**	**MCC Distribution**	**Grant Total**
2016	21	19	$4900	$4900
2015	23	18	$4300	$4450
2014	22	16	$4250	$4123
2013	25	14	$3780	$3780
2012	27	16	$3870	$4315
2011	24	14	$3785	$4000

For more information on the Cultural Council, see our page on the town's website under "Community."

or email:
culturalcouncil@westfordma.gov

Commission on Disability

During the 2015 Annual Town Meeting, Westford voted to form a Commission on Disability (COD) to help address the needs of its disabled residents. Town officials subsequently selected volunteers to comprise the commission, and the COD has been meeting monthly since late July 2015 to establish the connections and background necessary to determine how to best serve the disabled community. The COD intends to complement existing town roles, as well as compile information related to the rights of the disabled under the Americans with Disabilities Act (ADA) to promote the inclusion and integration of persons with disabilities in the activities, services and employment opportunities in the community.

Raymond K. Clark
Chair

Katherine L. Phaneuf
Vice Chair

Marguerite F. Sabatino
Secretary

Joyce L. Benoit
Linda M. Clifford
Dawn F. Dillon
Scott Hazelton
Janet C. Horner
Patricia C. Reppucci

CODs are formally defined under Massachusetts General Law Chapter 40 Section 8J, and our duties include:

- researching local problems of people with disabilities
- advising and assisting municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities
- coordinating or executing programs designed to meet the problems of people with disabilities in coordination with programs of the Massachusetts Office on Disability
- reviewing and making recommendations about policies, procedures, services, activities and facilities of departments, boards and agencies of Westford as they affect people with disabilities
- providing information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in all matters pertaining to disability
- coordinating activities of other local groups organized for similar purposes.

The town already has a number of roles and programs to address its legal obligations, as well as to improve accessibility for residents. In order to understand these roles and programs, we have hosted some key representatives as part of our monthly meetings. Our guests have included:

- Matt Hakala, Westford's ADA Coordinator, and Town Engineer Paul Starratt, who play critical roles in facilitating residents' needs and enforcing compliance with relevant building codes, respectively.
- Ellen Rainville, Director of the J.V. Fletcher Library, accompanied by several other library representatives, visited the COD to outline early facility improvement concepts and to solicit inputs related to residents' accessibility needs.
- Jennifer Claro, Director of Elderly Services, shared information on the many resources and services offered by the Westford Council on Aging that support and respond to the diverse needs of the senior population in Westford, as well as the services that are available for the disabled. (There is a significant overlap in the needs of the elderly and the disabled in a community.)

In addition to making local connections that facilitate accomplishment of our responsibilities, the COD was pleased to host Jeff Dougan, Assistant Director for Community Services of the Massachusetts Office on Disability (MOD) in January. Jeff provided a great deal of information concerning CODs and described activities undertaken by other communities' CODs around the state. He has been a valuable resource for us on a number of occasions.

Background: Accessibility Guarantees
Since this is our initial report to the town, we would like to briefly provide some background on what provisions are in place to help persons with disabilities. Although these are not new, many people do not know much about them.

In 1990, Congress passed the Americans with Disabilities Act (ADA), a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

The purpose of the law is to ensure that people with disabilities have the same rights and opportunities as everyone else.

Here in Massachusetts, the Architectural Access Board (AAB), a regulatory agency within the Massachusetts Office of Public Safety, has a legislative mandate to develop and enforce regulations to make public buildings accessible to, functional for, and safe for use by persons with disabilities.

The AAB has developed a set of Rules and Regulations, which appear in the code of Massachusetts Regulations as 521 CMR 1.00. They are incorporated in the Massachusetts building code, making them enforceable by all local and state building inspectors, as well as by the Board itself.

Accomplishments in FY 2016

- Established connections in and out of town (as described above)
- Provided input on new and ongoing projects to take into account the needs of the disabled:
    - J.V. Fletcher Library Feasibility Study, which is assessing the potential for a renovation/expansion of the current facility
    - Roudenbush rehabilitation project, the goal of which is to integrate accessibility and functionality while also preserving the building's historic character
    - Open Space and Recreation Plan, which is being updated—which includes an accessibility self-evaluation of Town recreation and conservation facilities
    - Tadmuck Road/Littleton Road intersection improvement
- Gathered initial information on accessibility in Westford:
    - Original self-evaluation from 1990s
    - Subsequent town studies that have included accessibility considerations

COMMISSION ON DISABILITY – CONTINUED

- Developed initial means to raise awareness of our existence:
    - COD flyer—available at various town locations (initially Town Hall and J.V. Fletcher Library)
    - Appearance at annual Strategic Planning Retreat
- Participated in Regional Commission on Disability Meetings sponsored by the MOD, which provides a great deal of information and a rich exchange of ideas between CODs and the MOD
- Attended MOD's Community Access Monitoring training to get a deeper understanding of the details of ADA and AAB provisions and compliance
- Received community-provided requests (concerning, for instance, parking and bus stop accessibility/lighting issues), as well as useful information that can assist the Commission in its mission.

Help We Can Offer
The Commission on Disability is available to help direct people to appropriate resources, including those offered by several town departments and officials. In addition, Westford's ADA Coordinator is charged with assuring the town's compliance with the ADA.

The Commission's webpage has links to some available resources and to our activities (e.g., meetings). We meet monthly, typically on the fourth Thursday, and all are welcome.

If you would like help in locating specific resources, would like to report a disability-related condition in town, or provide feedback to us, please contact us or attend one of our meetings. We are just getting started and welcome all input!

Contact Information:
Email: disability@westfordma.gov
Webpage: http://westfordma.gov/535/Commission-on-Disability

Economic Development Committee

The Economic Development Committee (EDC) is appointed by the Board of Selectmen and is charged by them to advise the BOS on various issues concerning bylaws, policies, regulations, and zoning that foster commercial growth, strengthen the local economy, and are consistent with maintaining the character of the community. The EDC also encourages business investment, identifies changing economic trends, assists with generating local employment opportunities, advocates for state and federal grants, promotes Westford's identity in the Greater Boston/Metro West/495 Merrimack Valley Area, establishes relationships and improves communications with local businesses, represents Westford in local and regional business associations, helps to streamline permitting, and helps new business owners navigate the permitting process.

Thomas Barry
Chair

William Nussbum
Vice-Chair

Andrea Peraner-Sweet
Board of Selectmen liaison

Ronald Caterino
Eli Demetri
Chris Kluchman
Jodi Ross
Andrew Stern

Heather Maietta
alternate
Christina Sacco
alternate

In its fourth year of operation, the Economic Development Committee had another busy year with numerous highlights and accomplishments as follows:

- The major emphasis for the Economic Development Committee during FY 2016 was the final analysis and presentation of the Economic Development Self-Assessment Tool (EDSAT), a survey of Westford policies, procedures, and statistics comprised of 254 questions in nine categories of town operations. The survey was developed by the Kitty and Michael Dukakis Center for Urban and Regional Policy at Northeastern University. Directed by Dr. Barry Bluestone, the survey analysis and results were presented in November, 2015, to a group of 35 attendees, including key business leaders and town of Westford officials. The final results showed Westford did very well in current positioning for future economic development. Westford is in excellent position to encourage new business and to help existing businesses grow. These results will form the basis for our 2016 Work Plan.

- During the year Jeff Hillam resigned from the committee, and Tom West retired after spending three years on the committee. We welcomed new member Christina Sacco.

- Late in 2016 the Economic Development Committee completed and approved a Town of Westford Marketing Presentation to be used in conjunction with our efforts to encourage new business in the Town. The presentation will also be used in meetings with State officials who can provide a positive impact in promoting Westford to companies interested in moving to the Merrimack Valley. For ease of access, the presentation was posted on the EDC webpage.

- Participated with a business presentation to attendees at the Business Smart Workshop hosted by the Westford Job Seekers in April, 2016. A portion of the Westford Marketing Presentation was also included to share Westford's strengths and business opportunities to the group of entrepreneurs.

- The Westford Business Association named one of their board members as a liaison to the Economic Development Committee. We were very pleased to welcome Patti Mason from the WBA to join us at our monthly EDC meetings. Patti has been very active with the WBA and is able to bring issues and opportunities from the WBA membership to the EDC. We expect this will be a very successful partnership. Patti and Jack Mangan, also from the WBA, are working to establish a database of available commercial and retail space, both for rent and for sale.

- Hosted a meeting with Paul Matthews, Executive Director of the 495/MetroWest Partnership, to discuss how their organization and the EDC could best collaborate to draw key companies to Westford. Following the meeting, we gave Paul a comprehensive driving tour of Westford to review available sites for sale or rent.

- Bill Nussbum and Eli Demetri attended the Mass Life Sciences Seminar held in January, 2016. The purpose of the seminar was to explain how this organization is willing to assist medical science affiliated companies with grants, if they agree to hire additional employees in future expansion efforts. One company in Westford has already taken advantage of the program.

- The EDC is continuing their program of conducting local village meetings. Both Forge Village and Graniteville were very successful in conveying citizen issues to the Committee. The next meeting in 2016 is scheduled to be held in Nabnasset.

- Two EDC members continue to serve on the 12 North Main Street Task Force, instituted to explore many issues surrounding this site and to determine potential future uses of the site, with periodic reports to the Board of Selectmen. Eli Demetri, as the primary member of the task force, provides monthly updates to the EDC of all activities of the 12 North Main Street Task Force.

- Our Director of Land Use Management, Chris Kluchman, who is also a member of the EDC, represents Westford on the Cross Town Connect Board, and has been actively promoting the efforts of the transportation management association, working on many aspects of transportation including shuttle systems and service between the Littleton Train Station and local Westford businesses.

- Continued to update the business mailing database with 1500 Westford businesses to be used for communications between the Town of Westford and Westford businesses. This list has been shared with the Westford Business Association and is kept current by both groups.

The Economic Development Committee carries out its responsibilities based on the recommendations of the 2009 Comprehensive Master Plan, the committee charge as developed by the Board of Selectmen, and the Annual Work Plan developed by the EDC. Support of the Town Manager, Board of Selectmen, and town staff, and especially the Westford business community, has been critical to our committee's success. A sincere thank you to all for your support.

Economic Development Committee – Continued

For further information on the activities of the Economic Development Committee, please see the following link to the EDC webpage:
westfordma.gov/512/Economic-Development-Committee

Westford Emergency Management Agency

Joseph Targ
Co-Director
Tim Whitcomb
Co-Director

The Westford Emergency Management (EM) Agency provides emergency planning, coordination, and procurement of resources during an emergency. Additionally, EM assists citizens, businesses, and the community and responds to, recovers from and mitigates emergencies both manmade and natural.

August 4th dealt the town a severe thunderstorm producing a supercell which caused the weather service to issue tornado warnings for Westford. Code Red™ alerts were issued to residents and the AM radio broadcast the weather alerts. We experienced some downed trees and localized power outages. On September 30th, the Local Emergency Planning Committee (LEPC) began to prepare for Hurricane Joaquin as it traveled up the east coast. This storm arrived primarily as a southern New England storm. Westford received significant rainfall into the weekend. Winter weather events included some wind, rain and freezing rain, but virtually no snow as of December 29, 2015. We finished the year with a rain deficit of almost nine feet for the year. A rain and wind event on January 11th caused some power outages. Our first snow of any significance came on February 5, 2016, and also caused power outages. The extreme cold on February 13th and 14th, with temperatures going below zero and wind, and another winter storm on February 25th also caused many power outages.

On March 15th we participated in a large scale disaster drill with the Fire Department at Westford Nursing and Rehab.

FEMA with Massachusetts EM conducted a test of the Emergency Alerting System (EAS) on September 16, 2015, at 2:00pm throughout New England. The test was designed to assess the operational readiness of FEMA's Integrated Public Alert and Warning System (IPAWS) infrastructure that will distribute the national-level EAS test message to radio, television and cable operations from origination to reception by public.

EM, with the assistance of the Health Department, completed a full inventory and tagged all the equipment in our trailer. This equipment is maintained primarily for use during shelter operations. During this timely process we also lettered the trailer for identification purposes. Additionally we were able to replace some of our aging cots. We continue working with Littleton and Chelmsford Emergency Management and Health Departments on a Regional Medical Needs Sheltering Plan. We also attended the 2015 Effective Leadership During Crisis Conference.

During the year we worked on the infrastructure of the radio system with the assistance from a Northeast Homeland Security Regional Advisory Council (NERAC) appropriation to place our system on the State Core as an asset. Town Communications Technicians worked with the school administrative staff on the proper use of the emergency management radio system in order to properly contact and communicate with police and fire dispatch.

We received an Emergency Management Performance Grant (EMPG) from MEMA in the amount of $4,960. The EMPG Program support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas through procurement of specific items or programs.

Emergency Management Agency – Continued

Westford EM continues to maintain our membership with the North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee. We also appreciate our long-standing partnership with the volunteers of the Police Amateur Radio Team (PART) and the MRC, as well as the continued support and cooperation of all town departments that work with us throughout the year.

ENGINEERING DEPARTMENT

Paul Starratt, P.E.
Town Engineer

Jeremy Downs, P.E.
Assistant Town Engineer

Bill Kenison
Inspector / Facilities Technician

The Keyes Brook Culvert Project at Groton Road was successfully completed in 2016. This project was a cooperative effort of the Town of Westford, the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). The town was able to secure a Hazard Mitigation Grant from FEMA and MEMA to replace the culvert. The Keyes Brook culvert was at the end of its functional design life and failure would have resulted in a prolonged closure of Groton Road, which is a significant traffic corridor. The Hazard Mitigation program was established by the Federal government to preclude disasters such as having to close Groton Road for an extended period of time.

Design improvements at the Tadmuck Road and Littleton Road intersection reached the final design stage in 2016, and the proposed signals and safety improvements are scheduled for the 2017 construction season. Construction for this $2.1 million project is being funded through the MassDOT Transportation Improvement Program, and will include new traffic signals, drainage system upgrades, crosswalks, bike lanes and sidewalks. When this project is complete, there will be a safe and accessible pedestrian route all along Littleton Road from Tadmuck Road to Cornerstone Square.

Intersection improvements at Oak Hill Road and Groton Road are on schedule for construction in 2018, and the design of improvements at Dunstable Road and Groton Road are in the preliminary stage with the start of construction scheduled for 2019. Both projects include a traffic signal, sidewalks, crosswalks, drainage improvements and bike lanes, and will be funded through the MassDOT Transportation Improvement Program.

This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these projects include design, estimates, construction management and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic and subdivision rules and regulations.

The Engineering Department works with the Highway Department, Planning, Conservation and Recreation Department to support the operations of the town's infrastructure. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. Key responsibilities are as follows:

- Attend development review meetings and public hearings in coordination with the Planning Board and Zoning Board of Appeals, to review applications for compliance with town standards and appropriate engineering practices.

- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process.

- Administer and coordinate engineering consultant contracts.

ENGINEERING DEPARTMENT – CONTINUED

- Perform minor traffic engineering analyses.

- Respond to neighborhood concerns and requests.

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department worked with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program. Students are introduced to the concept of stormwater, including an outdoor demonstration of a catch basin and rain garden as well as an indoor lab that teaches map reading and watershed principals.

Finance Committee

The Finance Committee is an independent town board whose members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town.

To make informed recommendations, committee members regularly consult other committees and town officials. Members of the Committee regularly attend School Committee, Board of Selectmen, Capital Planning Committee, and Permanent Town Building Committee meetings, among others, in order to keep abreast of matters with fiscal impact.

Jeanne Drula
Chair

Gerald Koehr
Vice-Chair

William Taffel
Clerk

Ellen Doucette
Heather FitzPatrick
Shankar Hegde
Ingrid Nilsson
Glen Secor
Dennis Wrona

An extensive review process and much deliberation preceded the Committee's FY16 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Board of Selectmen and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In March 2015, the voters at the Annual Town Meeting originally passed a $104,832,693 operating budget for FY16, an increase of about $2,782,304 (2.73%) over the prior year's final budget, with the majority funding the Westford Public Schools budget (+$2,006,213) and the Public Safety Budgets (+$563,739). This was the first "balanced" budget presented to Town Meeting since the year 2000, where the Town did not need to apply free cash to fund the difference between expenses and anticipated revenues. However, budget reductions totaling $645,000 were necessary at the October 19, 2015 Special Town Meeting as new growth ($901,454) and local revenue ($7,921,572) fell short of projections. These reductions ensured that the Town could maintain its balanced budget. In the fall, Free Cash was certified at $3,939,740. The Town will begin FY17 with a Free Cash balance of $4,336,331 in addition to our Stabilization Fund balance of $4,597,653, leaving 8.88% of the operating budget in reserves. The goal is to have between 5% and 10% of available funds in reserve. The net effect of these budget elements yielded a tax impact increase of 2.32%.

Fiscal Year 2016 continued to see economic challenges. Westford continues to rely more heavily on property taxes and local revenues as we received only a minimal increase (1.02%) in state aid. Westford's FY16 state aid of $18,943,976 is only $245,264 more than received in FY09. We experienced a slight increase to local revenue. However, since major projects such as Cornerstone Square and Princeton Properties have been completed, new growth was essentially reduced in half from FY15 ($1,808,449) to ($901,454).

FY16 ($901,454). Lastly, the health insurance premium for current employees increased by 7.83% with minor plan design changes, and the Medicare rates for retirees aged 65 and older increased by 7.88%. Westford also established a health insurance stabilization fund of $500,000 in FY15 and contributed $500,000 to its general fund other post-employment benefits (OPEB) liability. These financial factors enabled Westford to maintain its AAA bond rating with Standard & Poors. The town will face challenges in FY17 as the level of building activity continues to remains well below FY14 and FY15 levels, which will impact both new growth and local revenue.

The Finance Committee would like to thank Bill Taffel for his four years of service. The Committee meets Thursdays at 7:00 pm, weekly during budget reviews. Westford's Finance Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

FIRE DEPARTMENT

Joseph T. Targ
Fire Chief
Daniel A. Britko
Deputy Fire Chief

Ambulance / Paramedic Program
For a trial period, we are going to try credit card and Automatic Clearing House (ACH) payments due to a high request for such services from patients to our billing company.

Work continues on our electronic patient care report software to streamline the reporting and billing process.

Through the hard work of Dan O'Donnell (the town's Finance Director) and Joe Joyce (Fire Department Office Manager), for the second year we participated in the Certified Public Expenditure Program (CPE) for Governmental Ambulance Providers that will give the Town reimbursement for the unpaid balance of certain ambulance bills.

Capital Program
This year, one of our Capital Projects was replacing our cardiac monitors.

We continue to work with Permanent Town Building Committee to construct a new Center Fire Station on the town-owned Boston Road site, located across from the Drew's Parcel. We are also working on the combined Public Safety Dispatch project.

Town Meeting approved the purchase of a new ambulance from the Ambulance Enterprise fund. The new ambulance was delivered in August 2016.

SAFE Program
Westford Fire Department through the S.A.F.E. program continues to provide education instruction through fire station visits, community civic groups (i.e. Cub Scouts), public education programs, and working with our local Council on Aging to continue to deliver our important fire safety message.

Personnel
Don Post, one of our full-time Firefighter/EMTs, decided to leave due to other commitments. He remains with us as a Call Member. We wish Don the best of luck in his endeavors. We welcome Firefighter/EMT Leon Niemiera who was hired to fill the vacant position.

A full-time Deputy Fire Chief position was approved, and the position filled by Daniel Britko.

FIRE DEPARTMENT – CONTINUED

Full Time Firefighter/EMTs

A-Group	B-Group	C-Group	D-Group
Captain David M. O'Keefe	**Captain** Paul Lemieux	**Captain** James P. Barrett	**Captain** Mark N. Valcourt
Lieutenant Harold A. Fletcher	**Lieutenant** Shawn P. Girard	**Lieutenant** Michael Denehy	**Lieutenant** Timothy Bellemore
Firefighter/EMTs Joseph D. Delpapa, Jr.	**Firefighter/EMTs** Timothy Hall	**Firefighter/EMTs** Shawn M. Ricard	**Firefighter/EMTs** Andrew G. Anderson, Jr.
Susan Smith	Timothy Vigars	David P. Christiana	David A. Devencentis
Jim Lamy	David Greenwood	William Cashman	Justin Geneau
Justin Searles	Mark Witherell	Darren Lanier	Leon Niemiera
			(Don Post)
FF/Paramedics	**FF/Paramedics**	**FF/Paramedics**	**FF/Paramedics**
David Levebvre	Zachary Driscoll	Brian Baker	Matt Svatek
Ryan Monat	Joseph Powling	Jeffrey Douphinette	Kurtis Triehy
John Tuomi	Sean Brown	Michael Hanley-McCarthy	Scott Florio

On-Call Firefighters and EMTs

Firefighter/EMTs	Firefighter/EMTs	Firefighters	Firefighters
Michael Cool	Brian Foley	Peter Dennechuk	James Joncas
James R. Klecak	Don Post	Kevin Woitowicz	John Fox
Thomas Lemieux	Cody McNayr	Stephen A. Wyke	
EMT Nancy V. Burns			**Auxiliary** Matthew Wyke

FIRE DEPARTMENT – CONTINUED

Special Assignment Firefighters

Fire Training Director
Capt. David O'Keefe

Fire Investigation Unit
Joe Delpapa
Peter Dennechuk

Emergency Management Co-Director
Chief Joseph T. Targ

ALS Coordinator
Zachary Driscoll

Clinical Coordinator
Timothy A. Bellemore

Fire Prevention, Juvenile Fire Setters Program, SAFE, Community Service Officer
Lt. Donald Parsons

Grants
Captain James Barrett

Hazardous Materials Tech.
Lt. Harold Fletcher

SAFE-Educators
David Lefebvre
Justin Geneau
Kurtis Triehy

Website Information and Support
David Christiana

Code Enforcement
Deputy Chief Daniel Britko

Communications Team
Matt Svatek
David Lefebvre
Jody Carroll
Chief Joseph Targ

Fire Alarm Operators/Communications

Colin Osgood

Jody Carroll

Brian Feddersen

David Avery

Douglas J. Cook (Part-Time)

Office Manager
Joseph Joyce

FIRE DEPARTMENT – CONTINUED

Fire Department Call Log

Working On/ Systems Tests	225
Ambulance Calls	1950
Outside ALS-Lowell	24
Outside ALS-Pro	27
Assistance	104
Appliance	9
Engine Medical Assists	1520
Box Alarms	223
Trouble Alarms	157
Brush	44
Smoke in building	17
Carbon monoxide detection	109
Vehicle	12
Fuel	7
Chimney	1
District 6 Hazmat	33
Outside Electricals	27
Alarms Company Calls	158
Natural Gas Leaks	58
Smoke Investigation	176
Illegal Burn	14
Elevator Rescue	9
Lockout	58
Fire In Building	11
Water Problems	13
Fire, Other	39
Mutual Aid Out	20
Mutual Aid In	48
Dumpster	1
Water/Ice Rescue	2
Total Engine Responses	**2870**

Fire Department – Continued

Cooking Fire Permits	79
Brush Permits	645
Blasts Monitored	13
26F/26G	397
Fire Drills	39
Mutual Aid Ambulance In	122
Mutual Aid Ambulance Out	105
Black Powder Blasts	38
Primer Cord Blasts	6
"Back-to-Back" Calls	777
Multi- FF/EMT transports	76

FIRE DEPARTMENT – CONTINUED

Mutual Aid Fire In (48)

Mutual Aid Ambulance In (122)

Mutual Aid Received

TOWN/SERVICE	*EMS*	*FIRE*
Lowerll General Paramedics	24 ALS	
Pro ALS	24 ALS	
Littleton	53 Ambulance	12 Engine 2 Ladder
Ayer	5 Ambulance	3 Engine
MedFlight	2 Helicopters	
Trinity	7 Ambulance	
Groton	2 Ambulance	3 Engine 3 Ladder
Tyngsboro		3 Engine 1 Tanker
Carlisle	2 Ambulance	1 Tanker
Chelmsford		3 Engine 2 Ladder
Lowell		4 Engine 1 Ladder
Acton	1 Ambulance	1 Engine 1 Ladder
Nashua, NH		3 Engine
Concord		
Department of Fire Services	State Fire Investigation Unit	2 Incident Support Unit 1 Brush Unit
Devens		1 Engine

Mutual Aid Fire Out (20)

Mutual Aid Ambulance Out (105)

Mutual Aid Given

TOWN/SERVICE	*EMS*	*FIRE*
Littleton	31 Ambulance	1 Engine
Acton	4 Ambulance	3 Engine
Dunstable		1 Engine
Groton	59 Ambulance	5 Engine
Tyngsborough	1 Ambulance	3 Engine
Chelmsford	9 Ambulance	6 Engine
Lowell		
Lawrence		1 HazMat
Carlisle	1 Ambulance	

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing state health and sanitary codes. The Board is charged with protecting the health and safety of the town. The Board of Health meetings are held the 2nd Monday of each month at Town Hall.

Zac Cataldo
Chair

Sue Hanly
Vice-Chair

Michele Pitoniak-Crawford
Secretary

Helen Fu
Jillian Lokere

In 2015, the Board of Health continued its proactive approach to protecting the health of the community by updating our Tobacco Regulations and enforcing the new Hazardous Material By-Law .

The following personnel support the Board of Health:

Sandy Collins, R.N.	Health Director /MRC Director
Jeff Stephens, R.S.	Director of Environmental Services
Laurie Lessard	Administrative Assistant
Ray Peachey	Substance Abuse Prevention Coordinator
Gail Johnson, R.N.	Public Health Nurse
Rae Dick	Health Agent
Arnie Price	Food Inspector
Catherine McLarney, Andrea McKinley, Lisa Smith	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator

Public Health
Prevent. Promote. Protect.

HEALTH DEPARTMENT

Sandy Collins, R.N.
Heath Director

Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts, conducted by our staff, promote positive health practices, protect the health of the community, and encourage healthy behaviors across the life span. We are committed to planning and delivering accessible health services to Westford residents and reducing the incidence of illness and death in our community.

Health Services Division focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. It addresses a comprehensive range of health conditions and concerns. Programs and services include communicable disease surveillance, communicable disease control, immunization programs including yearly community and school-based flu clinics), health fairs, educational programs for the community and schools, lead program, health screenings, mental health programs (with referrals), substance abuse prevention services, school-based dental program (grades k-6), senior dental program, tobacco control (including enforcement of state and local smoking control requirements), issuance of permits for tobacco retailers (with compliance monitoring) town employee wellness program, sharps program, unwanted medication drop off, and emergency preparedness. You can access the complete list of services on our website at http://westfordma.gov/215/Health-Department

The Upper Merrimack Valley Medical Reserve Corps, our 550-member volunteer response unit, completed its twelfth year of service by expanding its range of activities across the region.

In Westford, 291 MRC members contributed 720 hours towards local causes. Volunteers screened visitors for hypertension, taught CPR, provided information on public health initiatives, and promoted the national "Let's Move!" campaign for family health and fitness. Members also supported eight clinic events, to reduce the spread of influenza, pneumonia, and shingles in our town.

Our MRC unit applied for and was awarded a $15,000 grant for outreach to our most vulnerable residents. The funds allowed us to prepare 72-hour disaster kits, develop plans to make the kits available across Westford, and educate senior citizens and the homebound about emergency preparedness. We also collaborated with the District Attorney's office on a "Cut it Out" grant program, to help hair salons make referrals safely for clients who may be victims of domestic violence.

To maintain our readiness, we continued to recruit, credential, train, and steadily build on our deployment skills. For more information about the UMVMRC, see www.UMVMRC.org. Thanks to Nancy Burns, our Coordinator, for her unwavering dedication to the unit.

Besides the MRC effort with the "Cut it Out Program," the department and town continue to address the issue of domestic violence within the community through the Westford Coalition for Non Violence (WCNV). Representatives from various town departments, concerned residents, clergy, and victims attend monthly planning meetings. This year Westford Academy Theatre and Honors choir students produced a touching production about the impacts of domestic violence, at the "Light Up the Night" annual event, during Domestic Violence Prevention month in October. We'd like to thank them again for an incredible effort. For more information on the WCNV and a listing of local resources, go to www.wcnv.org.

HEALTH DEPARTMENT – CONTINUED

We continued to solicit and received numerous grants, which enable us to provide wonderful and expanded services to our residents. We received generous donations of $10,000 from Emerson Hospital and $5,000 from the Westford Charitable Foundation to support our shingles and elderly dental program. We also are still able to continue many services due to remaining funds in a $50,000 grant we received last year from Circle Health.We are extremely grateful for the support of all our partners, which enables us to continue to provide high quality preventative services to the community and our most valuable residents.

During the year, our Substance Abuse Prevention Coordinator, Ray Peachey, sponsored numerous drug education programs. Residents attended two parenting programs called Table Talks, where residents host educational drug awareness events in their own homes. The department also received a $500 grant to conduct a Town Hall Meeting on *Drug and Alcohol Use in Westford,* which was held at Stony Brook. We solicited and received a $4000 grant to update our drug and alcohol resource guide "Red Flags Book" and distributed it widely. Through regular enforcement checks, we continue to ensure that our retail establishments do not sell tobacco to those who are underage. We monitor compliance to local regulations and amended our regulations to include a ban on flavored e-cigarettes in Westford.

HEALTH DEPARTMENT – CONTINUED

Gail Johnson, RN, our committed public health nurse, reached countless residents through clinical services offered through the department. We provide a number of disease-prevention and health-promotion programs to residents and town employees. Over 90 additional uninsured or underinsured residents received the shingles immunization thanks to our benefactors.

We also addressed dental health through two important services. Our school dental program for students in grades K-6 is led by dental hygienists Catherine McLarney, Andrea McKinley, and Lisa Smith, who are committed to providing an excellent oral health program to the students. Because of our generous benefactors and Dr. Tom Schofield, we are also able to continue the dental program for senior citizens. Our grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors.

The Environmental Services Division is charged with the protection and prevention of environmental hazards that may adversely affect the health, safety and well-being of Westford residents. Programs and services include Title V inspections and permitting, swimming pool inspections, beach testing, licensing and inspection of all food establishments, inspection and licensing of all recreational camps, hazardous materials and storage bylaws; animal, rodent and vector control; mercury program, investigation of environmental violations, site plan reviews, groundwater protection and surveillance, housing inspections and enforcement actions, abatement of general health nuisances, educational programs on environmental and food safety issues.

Director of Environmental Services Darren MacCaughey resigned in August. We wish Darren luck and appreciated the 17 years of service he provided to the town. We also welcome Jeff Stephens, who was hired to fill the position. Jeff brings 15 years experience in public health to the town.

Some of the programs and accomplishments of the Environmental Services division include the implementation of the revised hazardous material (HAZMAT) regulation, and the new polystyrene regulation. Two seminars for businesses and residents were held to better inform people of the current well and septic regulations. We presented a Mosquito & Tick Prevention and Awareness Day at the Parker Village fields. The Health Lakes and Ponds Collaborative, through the guidance and information provided by several pond studies, secured and executed a contract to treat Keyes Pond, Burge's Pond and Old Mill/Graniteville pond for several invasive weeds.

The food inspectional program, administered by Arnie Price, was also very busy. This year, the Department received a $12,000 grant from the FDA to gain cutting-edge electronic inspection tools for food inspections. We started the Westford Food Advisory Group, geared towards small, medium and large food establishments. Arnie presented a Serve Safe course to organizations and businesses. He also offered food safety training at the Senior Center for their volunteers. The FDA Voluntary National Retail Food Regulatory Program Standards is a program which has nine standards, designed to foster food safety through risk-based systems. This year the Department met one of the standards.

Health Agent Rae Dick helped to secure FDA's Retail Food Program Standards grant funding. The department was awarded $3000 to provide training for food inspectors on federal standards and regulations. We also received $1600 to help complete FDA Standard 7 and conduct a training for all food establishments in town. Rae also gave many educational talks to businesses and community members. She continues to provide numerous inspectional services including weekly beach testing, housing cases, and title five inspections.

With heartfelt gratitude and mixed emotions, I wish you to know that I will be retiring this year after 30 years. I loved every moment in my public health career, helping to establish programs, services and policies to make Westford a healthier community. I've been blessed working with incredible staff, wonderful colleagues and dedicated department heads. Over the years, so many have supported my requests to help improve our services. I'd like to end by expressing my sincere appreciation to the many individuals, physicians, dentists, service organizations, school administration, school nurses, and local businesses and organizations who offer their time, expertise and financial support to assist us. You have all made my job easier and I leave my position with great love for this community and admiration for those I have had the pleasure of working alongside over these many years.

HEALTH DEPARTMENT STATISTICS
School Based Dental Program

Total in program - **280**
Total fluoride/cleaning/screening - **42**
Total number of screenings - **238**
Total number of referrals: Caries - **54** Orthodontics – **41** Sealants - **82**

Totals by class:

Kindergarten - **73**
2nd grade -**25**
4th grade - **17**
6th grade - **2**
Pre/1st grade - **87**
3rd grade -**44**
5th grade - **34**

HEALTH DEPARTMENT – CONTINUED

Communicable Diseases

Campylobacter	8
Babesiosis	1
Giardia	3
Cryptosporosis	1
Hep B	2
Hepatitis C	6
HGA	15
Legionellosis	0
Lyme Disease	73
Salmonella	4
Shiga toxin producing organism	2
Active TB	3
TB Latent	7
Varicella	1
Pertussis	4

Services

School Flu Immunizations		178
Seasonal Flu immunizations		1919
Pneumonia	15	
Immunizations	89	
Pap Smear Clinic	2	
Home Visits	34	
Hearing testing	31	
Hypertension Screening		295
Animal Bite Consultation		16
Cholesterol Screening		15
Tuberculosis Testing		4

Educational Programming

Number of Programs		21
Participants	630	
Employee Health Programs		16
Number of Participants		952
CPR Trained	19	

Documents and Applications Processed

Septic Related

Septic Haulers/Installers	68
Soil Evaluations & Percolation Testing	143
System Construction	151
Portable Chemical Toilets	13
Title 5 Inspections Reviewed	281
System Construction Inspections	420

Water/Well Systems Related

Wells/Water Systems	38

Camp/Camping Related

Day/Overnight & Rec Camps	6
Inspections Conducted	6

Recreational Water Related

Swimming Pool Inspections	22
Swimming Pools	22
Bathing Beaches	2
Bathing Beach Inspections/Testing	185

Food Service Related

Permitted Food Establishments	182
Food Establishment Complaints	8
Catering Licenses	9
Other (Frozen Dessert, Milk & Cream)	110
Food Establishment Plans Reviewed	7

HEALTH DEPARTMENT – CONTINUED

Mobile	18
Seasonal Establishments	25
Temporary Events	82
Farmer's Market	21
Residential	11

Miscellaneous

Temporary Housing	9
Housing Inspections	32
Beaver Inspections/Complaints	5
Building Permits	186
Stabling & Piggery Permits/Inspection	27
Hazardous Materials Registration	54
Demo Permit Inspections	17
Funeral Director License	1

Highway Department

The Highway Department from July 1, 2015 through June 30, 2016 performed the following work:

Richard (Chip) Barrett
Superintendent

Town Roads

Regular maintenance and repair of Town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roadways, repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all Town gravel roads, installs berms and curbing, and cuts and clears trees from the roadways during and after storms.

This year 34,705 tons of bituminous concrete was used for repair and maintenance of Town roads.

Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Acton Road
Carlisle Road
Concord Road (portion)
Beaver Brook Road
Pleasant Street
Nutting Road (portion)
Forrest Road (portion)
Graniteville Road
Plain Road (portion)
Depot Road (portion)
West Street
Old Lowell Road
Cummings Road
Koala Bear Lane
Overlook Circle
Chamberlin Road (portion)
Endmoor Road (portion)
Quarry Hill Road
Clare Circle
MacQuarrie Lane
Mulberry Lane
Crescent Street
True Bean Way (portion)

The following streets were crack filled:

Lowell Road
Dunstable Road
Griffin Road
Mark Vincent Drive
Forge Village Road
West Prescott Street
Tenney Road (portion

The following streets were crack filled:

Lowell Road

Drainage Town Roads
The following streets had drainage installed:

Old Lowell Road	40' of 12" Pipe
Plain Road	80' of 12" Leach Pipe
Graniteville Road	120' of 10" Leach Pipe
Quarry Hill Road	300' of 12" Leach Pipe
Gould Road	2 – 30' x 36" Culvert Pipes
Keyes Road	20' of 24" Culvert Pipe

In addition to the above drainage work, the Department replaced or installed 17 new catch basins and repaired 70 catch basins.

Snow and Ice Removal
The Town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the Town used 2,900 tons of road salt, 100 tons of sand and 3,800 gallons of liquid anti-icing product.

Following are the dates the Highway Department was called out to treat or plow the towns' roads:

December 29	1.5" Plow/Salt	Snow/Sleet/Freezing Rain
December 31	0 Salt	Freezing Rain/Sleet
January 9	0 Salt/Sand	Rain/Black Ice
January 12-13	3.5" Plow/Salt	Snow
January 16	1" Salt/Sand	Snow/Freezing Rain
January 16	0 Salt/Sand	Black Ice
January 17	3.5" Plow/Salt	Snow
February 5	10" Salt/Plow	Wet Snow
February 8-9	5.5" Plow/Salt	Snow
February 15	2" Plow/Salt	Snow
February 19	0 Salt/Sand	Snow
February 24	0 Salt/Sand	Snow/Rain
March 21	6.5" Plow/Salt	Snow
April 3	1.5" Salt/Sand	Wet Snow
April 4	5" Plow/Salt	Snow

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events. Our sincere thanks also go to the Board of Selectmen and Town Manager for their full support to all members of the department.

Historic Commission

Achievements

The Historic Commission was very active in many projects throughout the town this year.

The 12 North Main St mill project is an ongoing preservation attempt by the town to preserve an instrumental part of Westford history of mill construction and granite building architecture. The Commission was able to recommend and secure funding from the Community Preservation Committee to stabilize the town's recent acquisition.

Several smaller projects and future projects have also been part of the commission's tasks. A house sign program was initiated for those who have requested information online to replace or add historic markers to their houses.

David Gutbrod
Chair

Brian G. Alcorn
Secretary

Brian Langenfeld
Secretary

Robert E. Stafford
Treasurer

Robin Connell
Bruce Doran
Brenda J. Grant

Alternates
Phil Gilbert
John P. Cunniffe

Another group was active with the ongoing plans to rehabilitate the Roudenbush Community Center and former Westford Academy. Many of the members are hoping to see the restoration part of the project align with the former school design and are currently discussing details over areas of rehabilitation (upgrades and reuse) versus the more desirable traditional preservation of restoration which is documented in the Massachusetts Standards and Practices for Preservation

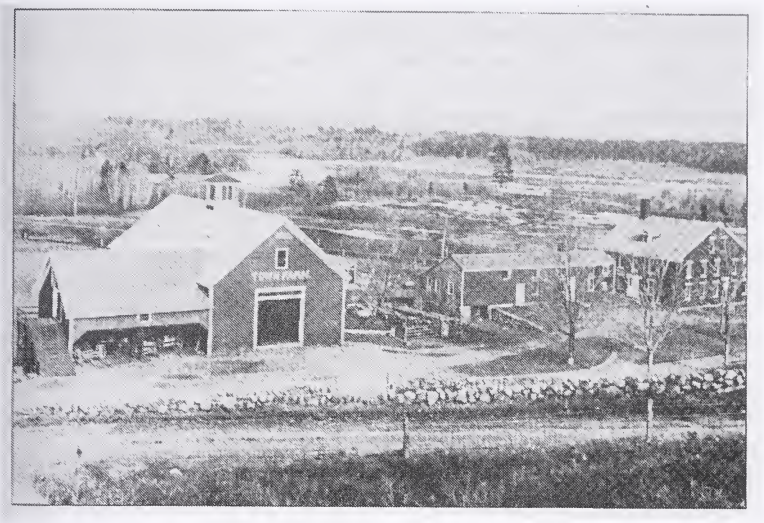
The United Methodist Church has completed their stained glass window preservation and is working with the commission on a future steeple replacement. The owners of the former quarry building on Stone Ridge Road has recently expressed concern for the condition of their historic resource. Several meetings were devoted to cell tower placement and infringement on historic districts, and placement of a statue in the town center. We are proud to support one Eagle Scout project involved in the accenting and landscaping of the former Westford Academy site to the south of the Common.

Many of the volunteers of the Historic Commission have expressed interest in adding historic scenic roads and byways, exploring restoration of walls such as the North Main Street stone wall, and the former railroad bridge over Nutting Road.

We look forward to this year's projects which will include nominations for the National Registry of Historic Structures and the future cottage and museum records archival expansion project.

HISTORIC COMMISSION – CONTINUED

Several subcommittees were formed to help draft the Town Farm deed restriction which was passed at town meeting, and also directed that Town Farm be sold with the deed restriction running with the property. A great chance at saving this historic property.



www.westfordma.gov/300/Historical-Commission

Housing Authority

Paul A. Teixeira
Executive Director

Board of Commissioners
Muriel T. Drake
Chairperson

Corinne Ryan
Vice Chairperson

Carol S. Engel
Treasurer

Diane L. Holmes

Nancy J. Wimberg
Governors Appointee

The Westford Housing Authority (WHA) is entering its 46th year providing affordable housing opportunities to seniors and families in the region as well as providing support to the various town committees and departments that focus on affordable housing matters. The WHA would like to say goodbye to Board of Commissioner Nancy Wimberg. Nancy was a valued member of the board for many years. We will miss her leadership and commitment to affordable housing. We wish her and her husband the best of luck in their relocation to the Washington, D.C. area.

The Westford Housing Authority provides housing to seniors, families, and persons with disabilities. The portfolio consists of 73 units of senior housing; 6 family units; and 8 units for people with disabilities. The WHA also owns 3 apartments at the Brookside Mill condominium complex and leases them to families who are at or below 80% of the area median income. The WHA provides management and maintenance for these units and is currently overseeing several capital improvement projects including window replacement, a capital needs assessment of the Sargent School, and other work designed to improve the quality of life for all of our residents. The Town of Westford supports the WHA and its residents by providing access to the Council on Aging and Cameron Senior Center programs and professional staff.

The WHA continues to provide day-to-day support to the residents of Westford and surrounding communities who are in need of affordable housing. WHA staff answer questions and provide information and referrals to individuals and families on their affordable housing options including rental and home ownership opportunities. In addition the WHA Executive Director supports the Affordable Housing Committee and the Affordable Housing Trust Fund by scheduling meetings and generating minutes and attends over 20 meetings of these committees annually. The WHA Executive Director also supports two Affordable Housing Committee subcommittees. The Multifamily Zoning By-law and Housing Production Plan subcommittees meet on a regular basis for subcommittee meetings as well as public forums.

The WHA works with lottery agents and issued an eligible purchaser certificate for the qualified buyer of 6 Conservation Way. This single family home will be added to the Town's Subsidized Housing Inventory (SHI). The WHA provides oversight of re-sales and re-finance activities for many of Westford's affordable home ownership including single family homes and condominiums. This oversight helps to ensure that these units are preserved as affordable housing and remain on the SHI. The WHA also oversaw the annual "Self-Certification of Occupancy" process for approximately 100 affordable homeowners. In conjunction with the Massachusetts Department of Housing & Community Development (DHCD) the WHA helped to update the Town's Subsidized Housing Inventory. The WHA continued to work with the property managers at Avalon Acton, Abbot Mill and Stony Brook I to verify that new and existing tenants qualify for affordable rental housing. All of these developments are in compliance with the reporting requirements of their permits. The WHA reviewed lottery and fair marketing materials for 6 Conservation Way and monitored the lottery process.

Housing Authority – Continued

65 Tadmuck Road, Westford, MA 01886
(978) 692-6011
Fax: (978) 692-9609
E-mail: westfordhousing@westfordma.gov

www.westfordhousing.org

HUMAN RESOURCES DEPARTMENT

Pam Hicks
Director

Deborah Fleming
Benefits Coordinator

Bettianne Steffero
Administrative Assistant

Personnel Advisory Committee
Joan Bennett
Susan Flint
Judith Ramirez

The Personnel Advisory Committee (PAC) meets as needed to review personnel policies, pay & classification plan changes, and job descriptions. In FY16 the PAC reviewed and approved the revised Town of Westford Personnel Policies and Procedures handbook.

The town renewed its health insurance with Blue Cross/Blue Shield for the period of November 1, 2015 through October 31, 2016 with a 7.83% increase which included the following plan design changes that went into effect November 1, 2015:

Office Visit Co-pay: $15 to $20
Emergency Room Visit Co-pay: $50 to $75
This change resulted in reducing the health insurance renewal from 8.8% to 7.83%.

As of October 2016, there were 365 retirees on Medex (Medicare supplemental insurance), 93 retirees on active health insurance plans who were not yet eligible for Medex, and 569 of over 1,200 employees who are actively insured on these plans. The town insured approximately 60% of those who were benefit eligible for coverage.

Health insurance is a national issue that affects all of us. The town is keenly aware of the significant impact health insurance has on the budget and the participating employees and retirees. Managing health insurance is a top priority and challenge with changing legislation, federal reform and trends that affect premiums and coverage levels.

As of June 30 2016, the OPEB (Other Post Employment Benefits) trust fund balance was $2,220,895.74. $852,278.00 was appropriated at the April 2, 2016 Annual Town Meeting to be transferred into the OPEB stabilization account in FY17.

The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as work place violence and sexual harassment policies.

The HR Office manages the administration of the following areas:

Insurance
- Plan negotiation and administration for all insurances for town and schools
- Benefits changes and enrollments
- Credible coverage notices and general notices for Town and School employees and retirees
- Coordinating open enrollment for Town and Schools
- Self-pay and COBRA payments
- Monthly auditing of all benefit bills
- Long term disability, short term disability and life insurance plans
- Workers Comp for town and school

- Administration of police and fire accident insurance (111F)
- Medicare Part D reporting for town and schools ($107,000 for FY12)

Retirees
- Town retirement, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System and PEREC for over 400 retirees
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for town and school

Employment Pay and Classification Plans
- Conducting surveys and drafting changes
- Writing and reviewing job descriptions
- Working with PAC to prepare recommendations to Town Manager

Administration
- Maintaining all permanent personnel records
- Ensuring ADA compliance
- Handling Family Medical Leave Act leaves
- Human Resource Information System
- Workers compensation reporting for town & schools
- Employee accruals
- Annual rollover of the payroll system

Accounting
- Flexible Benefit Plans
- Monthly benefit withholding audits
- Authorize payments of town and school benefit accounts payable
- Process turnovers

Communication is always a priority and the department maintains an open door policy with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and school Human Resource Departments work closely to ensure consistency and accountability in the day-to-day administration of shared responsibilities.

The Human Resources web page can be found at westfordma.gov/274/Human-Resources

J.V. Fletcher Library Department

Ellen Rainville
Library Director

FY 2016 was notable for the J. V. Fletcher Library's launch of new initiatives, collections, services and expanded programs to the Westford public, including:

- Playaway Launchpads
- Print From Anywhere
- Library's Twitter Feed
- Westford Seed Library
- Death Café
- Commonwealth Catalog

Planning and Design Grant and the Library Facility Needs Committee
Since December 2014, the Library Facility Needs Committee (comprising elected Library Trustees and members of the Permanent Town Building Committee) has met 36 times to achieve the targets of the two-year Planning and Design Grant. The Library Facility Needs Committee has:

- Completed a comprehensive Massachusetts Board of Library Commissioners (MBLC) Library Building Program
- Hired an Owners Project Manager and an architectural firm (Finegold Alexander Architects)
- Considered five alternate sites
- Considered multiple library design options
- Conducted surveying, wetlands delineation, test boring and geo-technical testing
- Conducted a Hazardous Materials Survey
- Hired two independent Cost Estimators to calculate estimated project costs
- Met with multiple town boards and commissions, and technical review staff for input and guidance

Given a supportive vote to proceed at Fall Special Town Meeting 2016, the Library will develop and submit a Massachusetts Public Library Construction Project Grant due in January 2017.

> *"Thank you for a wonderful time at your Harry Potter Birthday Party."*
> ***Sent from a patron iPhone***

Programs
Exciting and new Youth Services programming in FY2016 included:

- Library Miniature Golf (funded by the KDK Foundation in memory of Kurt Kelly)
- Librarian-led Minion Party
- Library Book Clubs K-6
- Halloween Safety Storytime with Officer Brandon Holmes
- SNAP Circuits and iROBOT (STEM programs)
- Random Fandom, Zentangle and Manga

J.V. Fletcher Library Department – Continued

- Drop-in LEGO and GIANT Games
- Henna and Zentangle Workshop
- Masterpeace Dog Training
- Creatures Teachers Live Animals
- Graffiti Art Workshop
- 4H Rabbit and Cavy Club Meet and Greet
- A Ghost in the Attic (funded by the KDK Foundation in memory of Kurt Kelly)
- Harry Potter Birthday Party
- Mini-Masters Art Book Club

Adult programming offered the monthly Library Book Discussion Group, the Cook Book Club, the Monday Mystery Book Club, weekly English Conversation Circle, Adult Coloring Party, Knitting Group and the Westford Job Seekers Network hosting free weekly motivational and practical sessions to job seekers. In April this group co-hosted, with the Small Business Administration, a full-day free workshop on successful start-ups. Adult programs increased by 36%, with a sampling below:

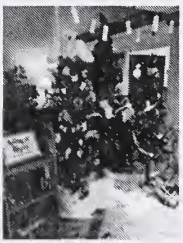
- Armchair Travel to China and Tibet
- An Evening in Iran
- The Refugee Crisis
- Sounds of the Season with the Merrimack Valley Chorus
- 3-D printing
- Death Café
- Pastel Paint Like the Masters: Van Gogh's Sunflowers
- Musical Duo Two Old Friends
- Meet Your Muslim Neighbors
- Internet Privacy for PCs with Alison Macrina from the Library Freedom Project
- Introduction to Green Burials

The three Summer Reading Programs (child, tween and adult) netted almost 2,500 registrants from June 2015 through August 2015, with thousands of program attendees. The 2015 state-wide reading themes were: Every Hero Has a Story (Juvenile); Unmask (Tween/Teen) and Escape the Ordinary (Adult). This program-packed summer read-fest generated our highest circulation ever, and was funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

J.V. Fletcher Library Department – Continued

Gift- and Grant-Funded Initiatives and Awards
Again in FY 2016, the Friends of the J. V. Fletcher Library Inc. supplemented the materials budget with more than $25,000 in funds, and one-half of the Library's MVLC annual membership was paid via State Aid to Public Libraries funds. The Library thanks those gracious donors who gave to the Friends' fall 2015 "LIBRARY – 24/7" campaign to fundraise and to supplement Town funds for new media and technology purchases. The Friends are also thanked for funding multiple museum passes, all library programming, the annual Wishlist and for ALL the ways their support expands and enhances daily Library service.

We thank the Westford Garden Club for underwriting the gift of passes to the attractive Tower Hill Botanic Garden facility in Boylston and for maintaining the Library's Main Street entrance with such beautiful, seasonal plantings. The Library and families of Westford thank the KDK Foundation (Kurt Kelly Hockey Memorial Fund) for funding the extremely-popular mid-winter 9-Hole Mini-Golf Tournament in the Library, as well as our Halloween Storyteller, Tony Toledo! We additionally thank Eagle Scout Will O'Neal of Scout Troop 159 for the wonderful addition of a Westford Seed Catalog in the lower hallway. The Library won First Place in the Westford Festival of Trees for the Harry Potter Forbidden Forest submittal. Library Director Ellen Rainville was awarded the MLA Hall of Fame Award at the 2016 Massachusetts Library Association (MLA) Conference for her contributions to MLA and to the library profession.



Memento Mori: The Library Trustees and staff here share a tribute to late Trustees and Advocates Jack Wrobel and Richard Bennett, both of whom died in 2016 after years of library advocacy and support. The Browsing Room now hosts the statue "Great Expectations" given by the friends and family of Jack Wrobel in his honor.

Administrative, Personnel and Volunteer News
The Library thanks all staff here for their creativity and teamwork, as Library programming, circulation and attendance continued to increase. We also thank the many volunteers – both adult and juvenile – who assist us and particularly note the Link to Literacy program, under coordinator/volunteer Elizabeth Elliott, which pairs tutors and pupils in English as a Second Language and basic literacy tutoring, and performs a vital service to residents and tutees.

> *"Thank you so much for not just listening to my request but going above and beyond."* ***Patron Email***

Professional Development and Town Civic Activity
Library staff continued to be active in various professional organizations, with Director Ellen Rainville serving as MVLC Treasurer and on the MLA Executive Board. Staff professional development included participation in the following professional associations or activities, and the Board of Library Trustees is here thanked for their sponsorship of professional memberships, development and activity which results in an

J.V. Fletcher Library Department – Continued

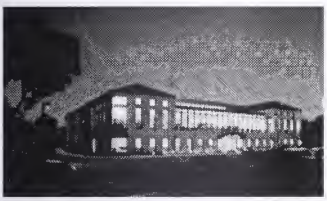
improved library experience for the Westford public:

- MLA (Massachusetts Library Association)
- MSLA (Massachusetts School Library Association)
- Merrimack Valley Library Consortium (MVLC)
- NELA (New England Library Association)
- TEEN Summit
- ALA (American Library Association)
- YALSA (Young Adult Library Services Association)
- Staff Development Training on Intellectual Freedom; Emergency Procedures

Planning for a 21st Century Library

The proposed schematic design devotes almost all new space to the public and to the residents who use it most. This Library design:

- More than doubles the space for children
- Triples the space for young adults and emerging adults
- Doubles public meeting spaces
- Centralizes circulation functions
- Increases silent and collaborative study options
- Offers improved technology and spaces to accommodate future trends and uses
- Offers improved traffic flow and increased parking
- Is fully handicapped-accessible and meets current fire, safety and building codes



The Town is now poised to apply for the competitive Commonwealth's Public Library Construction Project grant round due January 26, 2017. Potentially the Fletcher Library could be wait-listed until 2020, with actual construction slated for 2022 or beyond.

Facility Maintenance

In FY 2016 the Library tackled systems and maintenance issues within the facility:

- A grant-funded energy-efficient lighting upgrade
- 268 Ballasts replaced
- Heat pumps #8 and #9 repaired
- Frozen pipes addressed
- Participant in the Town Center Traffic Study
- Friends-funded new public Computer Task Chairs

J.V. Fletcher Library Department – Continued

Library Staffing FY 2016:

Director — Ellen D. Rainville

Assistant Director — India Nolen

Senior Librarians:

Head of Circulation — Holly Sheridan-Pritchard
Head of Youth Services — Nancy Boutet
Head of Reference & Information Services — Kristina Leedberg
Automation/Systems/Head of Technical Services — Dina Kanabar

Staff Librarians:

ILL/Serials Librarian — Sarah Regan
Young Adult Specialist/Asst. Youth Services — Kira McGann
Local History/Genealogist — Virginia Moore
Head Cataloger — Alla Brovina
Substitute — Sandy Kelly; Kara Schwartz

Library Associates:

Cataloger/Data Entry — Charles Schweppe
Fine Arts Librarian/Acquisitions/Fund Accounting — Carol McCahon
Juvenile Reference/Program Assistants — Ellen Apicco; Jacki Dibble; Seana Rabbito
Circulation and Reader's Advisory — Jean Butler; Laura Fowler; Mayleen Kelley; Judy Madsen; Paula McWilliams; Deborah Santoro; Chantale Shepard
Substitute — Amy Spadano

Library Technicians:

Order and Acquisition Receiving — Nancy Barrett (resigned 11/30/15); Lauren Evans
Inter-Library Loan Support — Jeanne Millet; David Wesson
Substitute — Mary Boutet

Maintenance Worker I — Dennis Mulligan
Maintenance Worker II — Joseph Burke; Carole Climo

Office Manager — Zoe Daniel

Library Pages (4)

Volunteers (22)

TRUSTEES OF THE J.V. FLETCHER LIBRARY

This Annual Report is dedicated to late Library Trustees John (Jack) E. Wrobel, Jr. and Richard Bennett, dedicated Friends, Trustees and Library Advocates.

Susan Flint
Chair

Robert Price
Treasurer

Buffie Diercks
Secretary

Kathleen Canavan
Marianne Fleckner
Hajo Koester

It has been a productive and busy year for the J.V. Fletcher Library Trustees, the Library Director, Assistant Director and all the Library staff. We continue to work very hard toward our goal of planning for a Massachusetts Public Library Construction Project Grant. The Library continues to be an inviting place for friends to meet, toddlers to play, and many children and adults to enjoy the plethora of programs offered by the Library staff. And many organizations enjoy the library meeting spaces for their frequent meetings. We are grateful that the J. V. Fletcher Library remains a vital part of our Town. Our most important goal for the coming years will be working towards a Massachusetts Public Library Construction Grant. While we are all committed to this expansion of our current library, we need the support of the entire Westford community to make this goal a reality. We will continue to update everyone on the many stages involved in this process throughout the year.

We were all especially proud this year to honor our Library Director, Ellen Rainville, for her induction into the Massachusetts Library Association Hall of Fame. Ellen has devoted her entire professional career to our Library, and the open and welcoming attitude of all the Library staff is a reflection of Ellen's attitude and leadership. We are a better library with Ellen as our Director.

Trustee FY16 Goals

1. The Board of Library Trustees will pursue as the priority FY17 Capital request funding for the design and safety upgrades of the current Library driveway, islands, traffic flow pattern, book drop location, lighting, dumpsters and parking lot.
2. The Board of Library Trustees will further the J. V. Fletcher Library Building Expansion project by supporting the Library Director and Management Team in the successful administration of the two-year Planning and Design grant, and planning for a Massachusetts Public Library Construction Project grant.
3. The Board of Library Trustees will further the objectives of the J. V. Fletcher Library Strategic Plan by:
    - Collaborating with the Friends in facilitating the launching of the J. V. Fletcher Library Foundation
    - Continuing the work of the Library Facility Needs Committee by working with the designated liaisons from the Permanent Town Building Committee
    - Supporting the Library Director in applying for a Massachusetts Public Library Construction Program Grant in 2016

Trustee Initiatives
Professionally, the Trustees created and worked on the Library Facility Needs Committee in conjunction with members of the Town's Permanent Town Building Committee. We worked on legislative advocacy, and participated in strategic planning both within our own Board and with the Town. Several new FY16 service programs and initiatives are listed under the Library Director's Report. As part of our Library Facility Initiative the following has occurred:

- Westford was awarded $50,000 matching Planning and Design Grant by Massachusetts Board of Library Commissioners to conduct a Feasibility Study
- Augmented original Town Meeting appropriation of $20,000 with $5,000 in Trust Funds
- Received additional $35,000 in Town Meeting appropriations as supplementary funds
- With Permanent Town Building Committee, launched Library Facility Needs Committee comprising equal members representing PTBC and Library Trustees and administration. Met 36 times over two-year period to produce schematic design for Town Meeting approval
- Selected/hired Owner's Project Manager, architect/designer, analysis of site(s) and presentation to Town of potential future library design
- One of the four presentations at June 16, 2016 Strategic Planning Retreat
- Will request Fall Special Town Meeting support to apply for the January 2017 Massachusetts Public Library Construction Grant application.

Trustee Collections, Funds and Board Activities
The J. V. Fletcher Library Trustees have used Trust Funds to pay for various staff memberships and dues, the staff and volunteer recognition brunch, fund petty cash as needed, the printing of the semi-annual events mailer, provide book funds, and we provided $5,000 in additional funds related to the Planning and Design Grant Award. Additionally, the Board made a gift to the Ellen D. Rainville Continuing Education Account in honor of Ellen's Massachusetts Library Association Hall of Fame Induction. Finally, the Board voted to move the Benefactor's Fund to the Town Investment Portfolio.

Library Policies, Revised or Approved

- Policy on Naming and Recognition (9/15/2015)
- Collection Development Policy (4/4/16)
- Power Outage Policy (4/4/16)
- Policy on Services Available to Teachers… (11/19/15)
- Child Safety Policy (11/19/15)
- Safety at Closing Time Policy (11/2/15)

Staff and Volunteer Recognition
The Trustees would like to thank the wonderful Library staff for once again absorbing reduced staffing this year, and also for enhancing and expanding our programs. The Library staff is always very innovative (as demonstrated by the new programs that are offered) and of course they provide excellent service to our community daily.

TRUSTEES OF THE J.V. FLETCHER LIBRARY – CONTINUED

The Trustees honored the following staff anniversaries falling between Jan. 1, 2015 - Dec. 31, 2015:

- For 5 Years: Mayleen Kelley, Nancy Boutet and Chantale Shepard
- For 15 Years: Alla Brovina, Carole Climo, Jackie Dibble, Kristina Leedberg, Carol McCahon, Seana Rabbito, Holly Sheridan-Pritchard
- For 25 Years: Virginia (Ginny) Moore
- For MLA Hall of Fame Induction: Ellen Rainville

The Trustees were also pleased to award Seana Rabbito three Ellen D. Rainville Continuing Education Awards for her pursuit of a Masters of Library Science Degree.

Our Library could not function as well as it does without the wonderful assistance of our many volunteers. This past year our volunteers gave the Library 2,998 service hours! And these hours were provided by 22 volunteers! We also would like to thank the Link to Literacy Initiative for the many ESL tutors who use the Library in order to help others speak and read English better.

Friends of the J.V. Fletcher Library, Inc.

The Friends of the J.V. Fletcher Library also thanked many of their volunteers at their November Annual Meeting. Our Friends organization is a committed and valuable partner of the Library. Their generosity funds many of the programs that the Library is able to offer. This past year the Friends supported:

- The Fall 2015 Appeal raising "Library 24/7!" funds
- New (and former) museum passes and reservation software
- Summer reading programs
- Holiday programs
- Popular bestsellers
- New furnishings
- Public relations
- Three gently-used book sales
- Juvenile, teen and adult Programs
- Work on the Library Foundation jointly with the Trustees

The Library Trustees generally meet at 7:00 PM at the library on the first Monday of the month throughout the year. These meetings are open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the library website: www.westfordlibrary.org. The Trustees may be reached through this website and all library policies are available there for public viewing.

SUMMARY REPORT: J. V. FLETCHER LIBRARY TRUST FUND ACCOUNTS FY16
DATE: 7/1/2015 - 6/30/16

ACCT. NAME & NO.	DEP./EXP. CODE 81610	7/1/15 NON-EXPENDABLE FUNDS 598100	7/1/15 EXPENDABLE FUNDS 570000	ANNUAL DEPOSITS	ANNUAL INTEREST	ANNUAL EXPENSES	ANNUAL FEES	6/30/16 BALANCE EXPENDABLE	TOTAL ASSETS
81610860 Library Book Fund #674	860	**$13,000.00**	$2,956.89	$0.00	$218.91	-$2,149.00	$46.47	$1,073.27	**$14,073.27**
81610861 Library Lecture Fund #675	861	**$30,000.00**	$1,377.08	$0.00	$452.18	$0.00	$91.87	$1,921.13	**$31,921.13**
81610862 Library All Purp. Fund #673	862	**$17,347.58**	$141.41	$0.00	$250.01	-$247.06	$50.89	$195.25	**$17,542.83**
81610863 Library Trustee Fund #672	863	**$61,137.50**	$1,604.09	$0.00	$ 902.89	-$303.27	$183.59	$2,387.30	**$63,524.80**
82610864 J.V.Fletcher Lib. Trust #676	864	**$0.00**	$33,801.59	$0.00	$408.29	-$6,635.83	$92.90	$27,666.95	**$27,666.95**
81610865 E. D. R. Cont. Educ. #677	865	**$83,855.00**	$1,137.35	$1,500.00	$1,214.66	-$1,500.00	$247.84	$2,599.85	**$86,454.85**
TRUST FUND TOTALS: (Bartholomew & Co. Management)		**$205,340.08**	$41,018.41	$1,500.00	$3,446.94	-$10,835.16	$713.56	$35,843.75	**$241,183.83**
BENEFACTORS' FUND*: (TD AMERITRADE transferred to Bartholomew)	866	**$80,761.79**							**$79,512.98**
TOTALS:		**$286,101.87**	**$41,018.41**	$1,500.00	**$3,446.94**	-$10,835.16	$713.56	**$35,843.75**	**$320,696.81**

* Held by the Board of Library Trustees.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Adult Books	6,902	6,353	5,821	5,441	4,932	5,298	6,067	6,036	6,805	5,853	5,712	6,459	71,679
Young Adult Books	2,688	2,335	1,813	1,598	1,538	1,467	1,528	1,476	1,640	1,534	1,541	2,590	21,748
Children's Books	17,929	15,074	12,427	13,012	11,594	10,239	12,233	12,451	13,927	12,376	10,903	15,951	158,116
Adult Magazines	611	516	453	468	393	441	482	455	464	388	424	406	5,501
Young Adult Magazines	32	40	6	12	12	22	20	7	6	10	16	9	192
Children's Magazines	119	78	71	67	55	69	69	68	48	88	67	95	894
Adult CD's	1,628	1,383	1,350	1,575	1,334	1,581	1,571	1,321	1,561	1,339	1,453	1,463	17,559
Young Adult CD's	142	129	106	98	59	100	90	79	73	80	86	84	1,126
Children's CD's	367	258	197	206	187	205	251	224	264	212	222	310	2,903
Adult Cassettes & Audio Books	7	4	3	9	7	5	8	8	3	3	3	2	62
Young Adult Audio Books	0	1	0	0	0	0	0	0	0	0	0	1	2
Children's Cassettes. Audio Books	0	0	0	1	0	1	0	0	0	0	0	0	2
Adult Videos	2,947	2,970	2,408	2,488	2,300	2,461	2,579	2,394	2,844	2,543	2,272	2,654	30,860
Young Adult Videos	14	4	4	6	10	4	7	7	6	7	3	9	81
Children's Videos	2,275	1,970	1,285	1,363	1,272	1,363	1,295	1,488	1,499	1,421	1,220	1,848	18,299
Adult Electronic Format	0	0	0	0	0	0	1	0	3	3	0	0	7
Young Adult Electronic Format	0	1	0	2	0	0	0	1	0	1	0	0	5
Children's Electronic Format	149	175	95	105	89	79	70	80	99	109	88	127	1,265
Adult Playaways (Scat 1267)	189	171	133	142	124	147	145	129	138	116	146	166	1,746
Children's Playaways (Scat 1270)	205	206	134	118	136	119	114	115	124	143	136	203	1,753
Adult Miscellaneous	20	18	17	12	23	12	16	21	20	19	16	29	223
Young Adult Miscellaneous	1	1	2	1	0	1	0	0	0	0	0	3	9
Children's Miscellaneous	30	53	23	24	17	18	16	25	21	16	30	43	316
Commonwealth Catalog Lending	30	22	23	2	38	19	32	59	45	51	56	49	426
Museum Passes	292	298	164	116	146	175	184	190	134	223	222	233	2,377
Downloadable Overdrive	1,115	1,139	1,009	1,027	978	1,068	1,155	1,034	1,075	1,131	1,135	1,141	13,007
Streaming Video Overdrive	5	1	7	3	3	6	4	6	3	6	8	5	57
Freegal Music	377	473	347	390	502	519	504	465	441	362	363	355	5,098
IndieFlix	74	5	15	31	6	19	21	3	7	5	12	3	201
Tumblebooks	166	314	637	2,008	1,666	1,076	1,123	889	1,300	1,101	2,706	2,068	15,054
Zinio	190	284	309	253	207	218	282	184	181	169	139	174	2,590
Homebound	84	89	83	91	62	145	74	104	94	111	89	73	1,099
Foreign Language Deposit	6	9	7	3	1	1	4	7	5	0	5	11	59
TOTAL :	38,594	34,374	28,949	30,672	27,691	26,878	29,945	29,326	32,830	29,420	29,073	36,564	374,316

Previous Year FY15:	38,048	30,118	28,166	28,137	26,100	28,775	28,154	28,319	33,515	29,895	26,678	35,215	361,120
Percent Change:	1.44%	14.13%	2.78%	9.01%	6.10%	-6.59%	6.36%	3.56%	-2.04%	-1.59%	8.98%	3.83%	3.65%
OPAC Renewals	3,499	3,463	3,191	2,715	2,812	3,085	3,274	3,086	4,096	2,955	3,141	3,061	38,378
Renewals	3,978	3,915	3,526	3,898	2,973	2,902	3,269	3,339	3,796	3,343	3,334	3,384	41,657
Network transfers IN	4,278	4,001	4,169	4,055	3,710	3,607	4,054	4152	4,916	3,794	3,675	4,018	48,429
Network transfers OUT	2,773	2,632	2,306	2,257	2,174	2,399	2,393	2,149	2,287	2,048	2,127	2,149	27,694
Inter-Library Loans IN	53	64	65	49	53	71	47	87	70	75	210	245	1,089
Inter-Library Loans OUT	25	22	14	35	28	1	59	46	57	91	44	40	462
Database Sessions, Fletcher													17.598
Database Sessions, MVLC/Region													123,818
Reciprocal (LOANED)	2,214	1,978	1,848	2,082	1,698	1,735	1,874	1,683	2,239	1,830	1,525	1,754	22,460
Reciprocal (BORROWED)	2,668	2,648	2,327	2,533	2,189	2,493	2,479	2,695	2,947	2,788	2,550	2,668	30,985
Hold Requests	4,823	4,299	4,423	4,018	3,801	3,574	4,738	3,968	4,345	4,005	3,813	4,502	50,309
New Registrations	105	68	73	61	50	50	55	58	48	39	52	118	777
Total Reciprocal	4,882	4,626	4,175	4,615	3,887	4,228	4,353	4,378	5,186	4,618	4,075	4,422	53,445
% of Circ to Reciprocal	12.65%	13.46%	14.42%	15.05%	14.04%	15.73%	14.54%	14.93%	15.80%	15.70%	14.02%	12.09%	14.37%
Meeting Room Reservations	150	126	124	187	174	172	177	173	184	179	172	169	1,987
Days Open	25	26	24	26	18	25	29	27	30	29	24	22	305
Hours Open	239	238	224	231	201	224	231	221	262	232	231	213	2,747
Library Website Sessions	8,733	8,430	8,270	7,563	6,730	6,868	7,731	7,864	7,836	7,395	7,734	8,438	93,592
Boopsie Hits	12,870	14,682	15,415	13,952	11,377	11,367	17,478	13,725	15,872	14,858	12,977	12,852	167,425
Internet Users	327	276	338	347	287	253	297	273	320	381	367	333	3,799
Adult Program Attendees	112	140	232	208	99	129	110	175	189	273	255	106	2,028
Adult Programs Offered	6	7	11	10	7	6	6	9	12	10	14	11	109
YA Program Attendees	143	57	15	100	82	89	71	136	77	113	430	1,261	2,574
YA Programs Offered	7	3	1	10	8	9	4	9	9	9	9	29	107
Childrens' Program Attendees	1,089	437	105	1,582	1,176	898	29	1,135	1,862	769	567	974	10,623
Childrens' Programs Offered	10	3	2	34	30	18	1	25	40	18	11	18	210
Average Circ Per Day	1,544	1,322	1,206	1,180	1,538	1,075	1,033	1,086	1,094	1,014	1,211	1,524	1,227

Nashoba Valley Technical High School

School Committee Members
Ronald Deschenes
Emanuel Manolopoulos

Alternate
Warren Adam

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12 and also provides post-graduate programs for those between the ages of 18 and 25 years old in all career areas on a space available basis. Nashoba has earned an impressive reputation for producing community leaders as well as providing a vast amount of community projects for our district towns. With an enrollment of approximately 760-plus students from eight communities, Nashoba Valley Technical High School offers career preparation in 20 technical programs.

Administration

Ms. Denise P. Pigeon	Superintendent
Mr. Matthew Ricard	Principal
Mr. Jeremy Slotnick	Assistant Principal
Ms. Jeanne Savoie	Business Manager
Dr. Carol Heidenrich	Director of Technology
Ms. Gabriella White	Director of Curriculum
Ms. Kyla Callahan	Coordinator of Guidance and Admissions
Ms. Wendy Hood	Coordinator of Special Education and Team Chair
Mr. Paul Jussaume	Coordinator of Technical Programs and Cooperative Education
Mr. Ryan Wood	Dean of Students

Accreditation
New England Association of Schools and Colleges.

Nashoba Valley Technical High School

— Continued

The Learning Schedule
Three 12-week trimesters consisting of eight 45-minute periods set in a four block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

The Year in Review
The core mission of a vocational-technical school is to impart to its students knowledge and skills that will be valuable for securing and having success in future employment. In order to achieve this goal, Nashoba Valley Technical High School must constantly look to the future in order to determine the necessary skills that will be valued in an economy yet to come. In the 45 years since Nashoba Valley Technical High School opened its doors in September 1969, in-demand skills have changed along with career pathways and technology. Nashoba Tech's history is one of near-constant adaptation; not just to keep pace with a rapidly-changing world but to anticipate those changes and keep learning relevant. These changes have come about both in the technical programs that Nashoba offers and in the facilities and equipment of the building.

Nashoba implemented two new technical programs this past year, Veterinary Science and Biotechnology. Veterinary Science encompasses a Veterinary Assistant Program, and in partnership with MSPCA-Angell, opened Angell at Nashoba. This program is dedicated to providing quality veterinary care to low-income pet owners across Nashoba Valley, as well as instruction and hands-on experience for students at Nashoba Valley Technical High School. In addition, Nashoba Tech's one-of-a-kind Engineering Academy is a specially devised course of technical and academic classes designed specifically to prepare students for a future in STEM (Science, Technology, Engineering, and Mathematics) related fields, including electronics/robotics, engineering, and the newly added Biotechnology program.

Vocational-Technical Programs (Secondary & Post Graduate)
Auto Collision Repair & Refinishing
Automotive Technology
Banking, Marketing & Retail
Carpentry/Cabinet Making
Cosmetology
Culinary Arts
Dental Assisting
Design & Visual Communications
Early Childhood Education
Electrical Technology
Engineering Academy
- Electronics/Robotics
- Engineering Technology
- Bio-Manufacturing

Health Assisting
Hotel Restaurant Management
Machine Tool Technology
Plumbing/Heating

Nashoba Valley Technical High School

— Continued

Plumbing/Heating
Programming & Web Development
TV & Media Production/Theatre Arts
Veterinary Assisting

Special Academic Programs
Advanced Placement, Honors and College Preparatory courses are available in all core subjects. Foreign language, music, theatre art and additional elective courses are offered for all four years to all interested students.

Dual Enrollment
The Dual Enrollment program is a state sponsored program that allows eligible NVTHS students the opportunity to enroll in courses at a local college while they are still in high school. The Dual Enrollment Program is available to any junior or senior who meets the criteria adopted by both the State and the School District. Juniors who are eligible and recommended by teachers/administration may elect to enter the Dual Enrollment Program and take courses their junior and senior years at a two- or four-year public college or private institutions in Massachusetts or New Hampshire. The program allows a student to attend Middlesex Community College, Mt. Wachusett Community College, UMass Lowell or Fitchburg State University on a full-time basis, while still enrolled at NVTHS as a high school student. Credit for the courses applies to both the high school and college transcripts. Upon completion, students receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associates degree from a college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

Community Service Projects
Nashoba is unique in its approach to community service and its relationship to its district towns. Students and their instructors travel to various sites within our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for the district towns to complete their requested project. The Community Service Program educates students in a real world setting and allows the towns the benefit of observing Nashoba students at work, creating a lasting tribute to their efforts and having a major project completed without over-expending limited town resources for capital improvement.

Student Activities
Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in 16 current high school sports, with equal opportunities for both male and female students. Next year we hope to add tennis and crew as new team sports. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special

interest clubs. No user fees are imposed on any sport, school sponsored club, or activity.

Continuing & Community Education
More than 700 adult students per semester attended the Continuing Community Education Program in late afternoon and evenings at Nashoba. More information can be found on the NVTHS website at www.nashobatech.net

Northern Middlesex Council of Governments

Don Siriani
Councilor
Board of Selectmen

Darrin Wizst
Councilor
Planning Board

James Silva
Alternate

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of 13 regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas of transportation, economic development, emergency management, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and an alternate from each member community.

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities, and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal levels, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's annual budget includes $81,970 in local assessments, of which $6,289 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council assisted the Town in advancing Phase 2A of the Bruce Freeman Rail Trail; advancing improvement projects for the intersections of Route 40 and Oak Hill Road, Route 40 and Dunstable Road, and Route 110 and Tadmuck Road.

NMCOG undertakes an annual traffic counting program, collecting over 100 counts at various locations throughout the region. Many of these counts are conducted within the Town of Westford. The count data is incorporated into a traffic count book and map that is distributed to local officials. Traffic count data is also available on the Council's website at www.nmcog.org.

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the Cameron Senior Center. The LRTA provides fixed-route bus service along Route 110 in Westford, from the Chelmsford town line to the Littleton IBM facility.

Northern Middlex Council of Governments – Continued

Over the past year, NMCOG staff assisted the Town in updating its Housing Production Plan. The development and approval of a local Housing Production Plan (HPP) is an integral component of achieving safe harbor status from Comprehensive Permit/40B projects in Massachusetts. This work was funded in part by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program. The remaining resources needed to complete the project were provided by the Town using Community Preservation Act (CPA) funds.

Under NMCOG's DLTA program, staff has assisted the Affordable Housing Committee with analyzing options for multi-family zoning along the Route 110 corridor, as recommended in the town's Comprehensive Master Plan. This work was undertaken in collaboration with the Massachusetts Housing Partnership (MHP).

NMCOG has continued to staff the Northern Middlesex Stormwater Collaborative which encompasses 13 communities, including Westford. The Collaborative allows communities to work together to comply with the requirements set forth in the MS4 stormwater permit recently issued by the U.S. EPA. The Collaborative undertakes many of the public education, procurement, management and administrative tasks necessary for managing stormwater in the Northern Middlesex region. The intent of the Collaborative is to solve stormwater problems in a way that reduces costs for local governments and taxpayers, and promotes regional communication and cooperation.

Parkerville Schoolhouse Committee

Heidi Hatke
President
and Building Usage Coordinator

Dolly Michaelides
Vice President

John Wilder
Treasurer

June Kennedy
Archivist
and Corresponding Secretary

Bob Oliphant
Recording Secretary
and Publicity/Grant Writing Coordinator

Bonnie Oliphant
Living History Liaison

Charles Kennedy
Roger Plaisted

Westford's historic one-room Parkerville Schoolhouse #5 came alive for another year for all 18 of Westford's third-grade classes (and three second-grade classes from Acton) during the popular Living History Program. During the spring, these students experienced the Old School Days curriculum of 'rithmatic on slates, dip-pen writing, marching to the wind-up Victrola, old-fashioned games and vibrant local history. The young girls and boys are encouraged to wear period clothing of the early 20th century and are excited to take on the names of former students such as Elizabeth Nesmith, Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose, Selma Williamson or Connie Succo, many of whose names continue to be heard in street and road names in Parker Village. Spending a day at the schoolhouse continues to be a highlight of many students' elementary school memories. A wonderful addition to many of the students' experiences comes from the "schoolmarms" who volunteer their time, many of whom are retired teachers: June Kennedy, Ruth Guild, Dolly Michaelides, Bonnie Oliphant, Melva-Jean Shepherd, Emily Popolizio, Marcia Chamberlain, Ellen Harde, JoAnne Lund, Barbara Menzie and Heidi Hatke.

In addition to being rented for parties and occasional adult meetings, the schoolhouse is "rented" free of charge to local student or child-based groups such as Scouts or 4-H. The only payment the Board asks in return for this free usage is help with the annual spring cleanup which usually involves raking up and moving a lot of dirt and rocks which have been pushed onto the lawn by the snowplows. Included in the annual town-wide mailing sent out by the Friends of the Parkerville Schoolhouse each September, is a request for donations for annual repairs but also volunteer service is appreciated for various jobs including gardening, baking for the Open House or helping with interior spring cleaning.

Although the Town owns and insures the building, many of the schoolhouse maintenance projects such as exterior painting and floor refinishing are done via fund raising and grant proposals. Last fiscal year the Town assessed its buildings and a punch list was created for each Town-owned building. Based on this list, the Board of the Friends of the Parkerville Schoolhouse created a list of priority items which will either be handled by the Town, handled by contractors chosen by the Board or handled by skilled Board and Friend members. Crossing over from oil to gas heat is an idea which will be re-examined this year with the Town. This past year small projects such as fixing door locks, porch repair, interior closet adjustments and yard/garden maintenance were taken care of in-house and with the help of Tom Unterberg. Two projects which were initiated this past fiscal year will be completed this coming year: improving the water quality of the schoolhouse and installing a new entryway carpet.

Parkerville Schoolhouse Committee – Continued

The schoolhouse has old-time charm with its rows of old desks and chalkboard-lined walls, but also has buffet tables and chairs to accommodate up to 50 people. The parking can be more restricted in the winter. If you would be interested in renting or using the schoolhouse for a meeting, activity or party for a nominal fee, please contact Heidi Hatke at 978-392-6827 or at h.hatke@verizon.net. The rental agreement and rules can be found on our website www.ParkervilleSchoolhouse.org. The Board meets on the 3rd Wednesday of most months and we hold an annual Open House the first Sunday of November. If you would like to come to meeting or are interested in joining our group, please contact Heidi.

Parks and Recreation Commission

The Parks and Recreation Commission acts as the policy-setting committee for Parks and Recreation. Commissioners are appointed by the Town Manager to serve three-year terms. The commission oversees short and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The Commission meets the first Monday of each month, September – June and as needed in July and August.

Kevin (Kacy) Caviston
Chair

Gus Bickford
Vice-Chair

Christopher Barrett
John (Jack) Clancy
Urike Kjellberg
Richard McCusker
John McNamara

The Commission wishes to thank Richard McCusker for his time and service. In addition to serving on the Commission Rich represented the Commission on the Town's Master Plan Implementation Committee.

The Parks, Recreation and Cemetery Department is responsible for recreation services and programs, parks and grounds maintenance, cemetery maintenance and operations. Department staff:

Patricia Savage, Director
Sandra Habe, Assistant Director
E. Rozanne Fredkin, Office Manager
Danielle LeBlanc,
Senior Assistant Cemetery
Pam McNiff, WPC Curriculum
& Program Coordinator
Merideth Lencsak, Middle School
Rec Club Coordinator
Elizabeth Silva, Office/Waterfront

Westford Partnership for Children
After School Enrichment Program
Site Directors:
Abbot- Tiffany Gintner
Crisafulli- Michelle Collette
Day- Tamara Demaio
Miller- Donna Burnham
Nabnasset- Geraldine Simons
Robinson- Linda Hillman
Assistant Site Directors:
Nick Adams, Dylan Brock
Site Leader William Melchin

Crew staff:
Director and Head Crew Coach
David Cormier
Crew Coaches
Michael Anne Sevick and
Katherine Lumbard

The following staff members are shared positions with Highway Department:
Jonathan Revis,
Parks/Grounds Operations Supervisor
Robert Upperman,
Parks/Grounds Crew Leader
Richard Nawoichik,
Cemetery Supervisor
Heavy Equipment Operators (HEO):
Brian Auger, Lloyd Leach,
Glen McCarthy, Derrick McNiff

Long time HEO Brian Shipley retired in January, 2016.

Website http://westfordma.gov/313/Parks-Recreation-Commission

Recreation Master Plan
The Parks and Recreation Commission interviewed several companies to conduct a Recreation Master Plan. The funding for the plan was supported at ATM 2015 from Community Preservation Funds. The firm of Ballard and King Associates LTD was hired. Jeff King, president and founding partner was the principal contact for the Master Plan. The Recreation Master Plan was finalized and presented at ATM 2016. A major recommendation from the Master Plan is to conduct a feasibility study to determine which programs/projects the town can sustain and programs/projects the residents would like to seek implemented.

Parks and Grounds
Parks and Grounds maintain parks and recreation areas as well as other town properties.

In addition to mowing, seeding, deep tine aeration, weed and pest control, during the spring through fall season the completes additional work that is site specific.

Jon Revis and Robert Upperman and crew completed additional work at the Community Gardens spreading topsoil, compost, and lime. Rye grass was planted for winter cover. The area was roto-tilled in spring in preparation for planting. The fencing was removed prior to the winter snow. The crew also helped the Agricultural Commission's Westford Academy composting project by dropping off leaves for use in the compost bins.

Tick & Mosquito
In conjunction with the Board of Health a tick and mosquito awareness day was held at Jack Walsh field in September. Information was available for safe and environmentally friendly ways to reduce tick exposure.

There was an unusually large tick population in the spring due to the mild winter. The Town has a No Pesticide Policy limiting what products may be used to control invasive pests. The Parks and Grounds Supervisor searched for a product that would address the tick problem and meet the requirements of the pesticide policy. Cedar Oil meets the requirements for products allowed. Parks and Grounds applied the first application along the perimeter of major field areas, Pine Grove Cemetery, and the Community Gardens. A second application took place three weeks later.

The crew helped out at the Stony Brook Conservation Land – East Boston Camp site preparing the water system for usage. Working with Jeff Mount, Facilities Coordinator and Bill Kenison, Town Facilities, the crew also moved bunk beds from the cottages into summer storage units and back to the cottages for fall usage. They set up the docks prior to fifth grade camp and took them out of the water at the end of the leased summer camp season.

The mild winter allowed the Community Fields at Nutting Road, which are synthetic turf fields, to open in March ahead of the spring sports league season. The grass fields generally open in mid to late April as the dormant grass from the winter establishes new roots with the warmer spring weather. It is a balancing act each spring as we go from winter into mud season and then finally spring. The in-between mud and spring is when sports leagues wish to play. The sports organizations understand the importance of not getting on the grass fields too early to avoid no grass later in the season. The Commission appreciates this partnership in keeping the fields playable.

Half of Jack Walsh field was closed to play in the fall to work on the field area. The closure allowed the crew to aerate, which reduces soil compaction, over seeding, and allows for growth and establishment of new grass. The area has recovered nicely and was playable in the spring.

Parks and Grounds maintains multiple fields (American Legion, Cameron, Community Fields at Nutting Road, Frost Field/Whitney Playground, Greystone, Hamilton, Jack Walsh, VFW), town properties (Town Common and triangle, Town Hall complex, library), Town beaches (Edwards, Forge Pond), Bruce Freeman Rail Trail, and Freedom Park, and helped out at the Stony Brook Conservation Land. The crew is responsible for hanging street flags along Main Street and North Main Street for Memorial Day through July 4th and from Veterans Day through Pearl Harbor Day – (December 7). The crew helps Veterans Agent Terry Stader with the Memorial and Veterans Day observance at the Town Common.

Recreation Programs

New temporary location of Department Office
The Department offices moved in March from 35 Town Farm Road to the Rogers Fire Station Training Room at 39 Town Farm Road. Request for Proposal (RFP) for leased space went out in the spring with no recommendation on proposals received. A second RFP went out with a change in leased space requirements. Special Town Meeting will be voting on funding the RFP for leased space.

The Town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the Town the flexibility to account separately for services for which a fee is charged. The Town provided supplemental funding in FY'16 as the timing of expenses and revenues overlap fiscal years. The minimum wage in Massachusetts went from $9 to $10/hour January 1, the Board of Selectmen adopted this increase. The minimum wage is being adjusted again on January 1, 2017 to $11 hour. The wage increase impacts the Enterprise Fund and adjustments were made to the wage scale to take into consideration seasonal employees who had been working a number of years and were at or below $10/hour. A similar adjustment will be made for FY'17. The Enterprise Fund ended the fiscal year with a small sum of retained earnings.

A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and is available online. Programs are offered in a wide variety of interest areas with over 4000 participants signing up for classes or program sessions.

Registration for most programs is available online at www.westfordrec.com. Some of the larger programs are highlighted below:

Westford Partnership for Children After School Enrichment program operates in all six elementary schools and for middle school participants at Stony Brook Middle School. This is the largest program offered by the Department and is in its 12th year of operation. The program offers a variety of activities with new choices being added each registration period. The WPC offers special programs during school professional development days. The program was designed to be flexible to assist families with the need for afterschool care as well as to give children the opportunity to explore and participate in a variety of enrichment programs. The WPC program has basic core offerings at each school to go along with special offerings unique to the K-2 and 3-5 grades.

Westford Littleton Community Crew is another unique offering here in Westford. The High School Team and Masters have competed in local as well as regional regattas including the internationally acclaimed Head of the Charles Regatta. Several athletes have received college scholarships for rowing, a testament to the coaches and the rower's skills, commitment, and experience. The program has been expanded to include Middle School instruction and additional indoor rowing classes at the Cameron Senior Center.

Summer Programs offer a wide variety of options from traditional "camp" programs, leadership training, swim lessons, exploration in outdoor wooded setting, and expanded programming at the beaches. The new venture at the beaches, under the direction of Denise Dougherty, will continue to be offered at both beaches in the future.

The Department staff works closely with schools, town departments, residents, volunteer organizations, and vendors to provide quality programs, services, and input into making Westford a great place to live.

Pedestrian Safety Committee

Chris Barrett
Chair

Peter Ewing
Karen Hudson
Don Galya
Sarah Gifford
Kate Hollister
Scott Hazelton
Shari O'Conner
Terry Ryan
Robert Stafford

The pedestrian safety committee is charged with identifying and evaluating options for improving pedestrian safety in Westford. Such options might include, but are not limited to sidewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process considers the effectiveness and cost of each pedestrian safety option, as well as possible funding sources. The committee presents recommendations to the Board of Selectmen.

FY 2016 was a busy time for the committee. Three new members joined the committee; Don Galya and Sarah Gifford as resident representatives and Terry Ryan representing the School Committee.

Accomplishments

- Town wide Pedestrian Safety Survey (special thanks to resident Marie Stafford for her help with development of the survey)
- Hosting, along with the Health Department and the Engineering Department, the Mark Fenton Healthy Community Design seminar
- Establishment of a sidewalk maintenance budget
- Successful lobbying for the purchase of an additional radar speed control board
- Pedestrian crossing signs for Acton Rd/Sleigh Rd.
- Snow removal pilot program along Plain Rd.
- Successful lobbying for funding of nearly half mile of new sidewalk along Plain Rd
- Receipt of funding for additional survey work for the extension of the sidewalk along Concord Rd to Robinson Rd
- Adoption of Complete Streets Policy and entering into the Complete Streets Funding Program (a big thanks to all the boards and committees as well as town staff who helped with this effort)
- Interaction and coordination with the Engineering Department on the development of a Complete Streets Project Prioritization Plan
- Interaction and coordination with the Engineering and Highway Departments on future road reconstruction plans
- Organizing and participating in Safe Routes to School programming at the Col. John Robinson elementary school (special thanks to Principal LaCoste for his help in implementing this program)

Moving forward the Pedestrian Safety Committee will continue to work through the Complete Streets Funding Program and hopes to see funds from that program applied towards making Westford a safer community in coming fiscal years. The committee is also eager to see the construction of the sidewalk on Plain Rd.

Comments and suggestions for pedestrian and safety improvements are welcome and should be sent to Chris Barrett (cbarrett@westfordma.gov). The committee's website is: www.westfordma.gov/554/Pedestrian-Safety-Committee

Permanent Town Building Committee

Thomas Mahanna
Chair

Kirk Ware
Vice Chair

Paul Davies
Treasurer

Nancy Cook
Secretary

Karen Cavanagh
Thomas Ellis
Gary Lavelle
Jeanne Roberts
Alternate

Over the last year, the Permanent Town Building Committee (PTBC) continued with its role on four major building projects. These projects include the New Center Fire Station and Combined Dispatch Center Project, completion of the Window Replacement Project at the Day and Robinson Schools, the J.V. Fletcher Library Expansion Project and the Roudenbush Community Center Improvements Project. The PTBC also began working with the School Department to develop a Master Plan for improvements to the Westford Academy Athletic Complex.

Center Fire Station & Combined Dispatch Center

At Annual Town Meeting in March 2015, Town voters approved the funds to complete the design and construction of a Combined Dispatch Center at the Police Station and a new Center Fire Station to be located on a 4.8 -acre parcel of Town-owned land on Boston Road. The new Center Fire Station has an estimated cost of $12,772,000 and required a successful debt exclusion vote which occurred on May 5, 2015. The tax impact for the project, based on the $465,000 average price of a home in Westford, would be $91.32 for twenty years. The vote passed by a narrow margin of 767 in favor to 726 opposed.

The architectural firm of Dore & Whittier Architects from Newburyport, MA was hired in July 2014 to complete the Feasibility Study for the project and then continued with the design of the new facilities after the successful Town Meeting vote. The firm worked closely with members of the PTBC, Fire Department, and Police Department to develop the overall program for both facilities. In November, 2015, Dore & Whittier finalized the schematic design of the Fire Station. Their design included a 25,000 square-foot two-story masonry structure that would house a 50-seat Training Room, administrative offices, kitchen, living quarters, fitness room, and training facilities. The building also included four double-length apparatus bays that would house all of the emergency response vehicles.

Upon completion of the Schematic Design, Dore & Whittier developed the cost opinion for the project. This was presented to the Board of Selectmen at their meeting on December 23, 2015. The estimated construction cost was $16,461,000. Both the PTBC and the Board of Selectmen recommended that the project be redesigned in order to reduce the overall project cost to within the available appropriation. Over the next several months, Dore & Whittier prepared several alternative designs that would reduce the project cost. However, these alternatives included removing some of the critical components of the program (i.e. Training Room). The PTBC become concerned about Dore & Whittier's ability to provide the Town of Westford with a facility design that met the Fire Department's requirements and could be constructed within the available appropriation. Unfortunately, the PTBC decided to not continue with Dore & Whittier on the project. The Board of Selectmen agreed with the PTBC's recommendation and voted at their meeting on March 22, 2016 to terminate Dore & Whittier's agreement with the Town.

The PTBC was then instructed to immediately begin the Designer Selection Process to select a new firm that would complete the design of both the Fire Station and Combined Dispatch Center Projects. The PTBC issued a Request for Qualifications for Designer Services. On April 14, 2016, the Town received eight proposals. After carefully evaluating and ranking each proposal, three firms were selected as finalists and invited for an interview on May 9, 2016. The invited firms were Donham & Sweeney, Kaestle Boos Associates, and The Galante Architectural Studio. After the interviews were completed, Donham & Sweeney of Boston, MA was ranked the highest. The PTBC recommended that the Board of Selectmen award the design contract to this firm in the amount of $749,800 for the Fire Station Project, and $150,000 for the Combined Dispatch Center Project.

Donham & Sweeney immediately began meeting with a Working Group that consisted of representatives of the PTBC, Fire Department, Police Department, Board of Selectmen, Finance Committee, and the Owner's Project Manager to revise the building program and develop conceptual plans of the facilities. The Schematic Design is expected to be completed in August 2016. New cost estimates will be developed once the Schematic Design is complete. The Combined Dispatch Center is expected to be bid in the Fall 2016 and should be completed and operational by spring 2017. Bids for the Fire Station construction project are expected in early 2017. The station is expected to be operational by summer 2018.

The Town of Westford is required under Massachusetts General Laws to engage the services of a qualified Owner's Project Manager (OPM) to oversee any public building project with an estimated cost of over $1.5 million. As the Fire Station Project meets this criteria, an OPM is required for the project. On October 9, 2015, the Town received eight proposals from firms providing these services. After evaluating and ranking each proposal, the PTBC selected three firms as finalists. These firms were Compass Group Architecture, Hill International, and The Vertex Companies. Interviews were conducted on December 1, 2015. The Vertex Companies of Weymouth, MA was selected as the highest ranked firm. On February 17, 2016, the PTBC recommended that the Board of Selectmen award a contract to this firm in the amount of $93,250. The Vertex Companies have since been fully engaged providing OPM Services on the Fire Station Project.

Robinson and Day Schools Window Replacement Project

The Window Replacement Projects at the Col. John Robinson and Norman E. Day Schools continued over the 2015 summer vacation period and reached substantial completion just in time at the start of the 2015 school year. All remaining punch list items were addressed over this past year, which included reconciliation of all Change Orders and the completion of the water and air testing of the windows as required by the Commissioning Agent.

During the installation of the windows at the Day School cafeteria, some structural problems were discovered with the cantilevered canopy support system at the main entry. The general contractor for the Day School project was given a change order to address these deficiencies. The canopy improvements work began immediately after

school ended in June so that the work would be completed prior to school re-opening in September. The work included new canopy support columns, column foundations, new concrete pavement at the entry beneath the canopy and a new soffit on the underside of the canopy.

Canopy Improvements at Day School

The PTBC expects that the projects at both schools will be completed and ready to be closed out in early 2017. Once the Massachusetts School Building Authority (MSBA) project audits are completed the final reimbursements from the MSBA will be received by the Town. The Permanent Town Building Committee will then prepare and submit a final report on the project to the School Committee and Board of Selectmen.

J.V. Fletcher Library Expansion

The Library Facility Needs Committee (LFNC), which includes two members of the Permanent Town Building Committee, met every two weeks from July 2015 through the Spring of 2016 to further the development of Westford's Library Facility Needs project. During that time, the LFNC met with the architect, Finegold Alexander Architects (Boston, MA), and the Owner's Project Manager, Daedalus Projects Inc. (Boston, MA), to review the programming, concept design, schematic design and specifications for the project. The project rationale is based on a Planning and Design Matching Grant which was awarded to the J.V. Fletcher Library and the Town of Westford in June 2014 by the Massachusetts Board of Library Commissioners (MBLC) in order to study the feasibility of a potential renovation and addition to the current library facility. This study is the first step in possibly securing a Public Library Construction Project Grant.

Architectural rendering of proposed interior space of library

The planning and design process was in-depth, thorough and measured, and provided both quantitative and qualitative results for the Town of Westford. Work began with a detailed space programming analysis of the current facility and its programming needs. This program had previously been vetted and approved by the MBLC, but was checked and prodded by the professional designers as well, to ensure the space needs were clear and logical. Space adjacency needs were discussed and shown for approval by the LFNC. A site analysis was prepared, and discussions developed around whether the current site is the best location for all of Westford's needs. It was determined conclusively yes. Analysis then turned into multiple conceptual building and site options, followed by variations for approval by the LFNC.

Once approved, a schematic design was prepared which included plans, elevations and material selection as well as an outline specification and cost estimates. Throughout the fall, winter and spring, members of the LFNC met with various groups including, Westford's Capital Planning Committee, Water Department, Building Inspector, Historical Commission, Conservation Commission, Disability Commission, Planning Board, Town Center Parking Committee, Board of Selectmen, the abutters, and the PTBC. By the Spring of 2016, the schematic design cost estimate was prepared and the design was approved by the Library Trustees. In June 2016, the project was presented and reviewed with the Community at the Town Annual Strategic Planning Retreat with positive feedback. The project comprises approximately 20,330 gross square feet (GSF) of existing building and 14,830 GSF of new addition for a total of 35,160 GSF. As approved, the total project budget is currently estimated at $21,456,126. With the possibility of an MBLC share of 43-45%, the Town's portion is currently estimated at $12.1 million.

The construction grant application is due at the MBLC in January 2017, and the State's acceptance to move forward with individual cities and towns is scheduled for July 2017. There is the possibility that the State might wait-list our project to receive additional grant monies for several years, but that is not a guaranteed conclusion. If the Town so chooses, Westford's readiness to fund the project is essential in order to not relinquish any future State funding. A vote to allow the J. V. Fletcher Library to apply for this grant will be on the Fall 2016 Special Town Meeting warrant. Future Town Meetings will address whether Westford moves forward with additional Town funds leading to construction.

Roudenbush Community Center Modifications

Through the summer and fall of 2015, the Roudenbush Community Center Rehabilitation Project Committee, including one member of the PTBC, continued working with Mills Whitaker Architects (Arlington, MA) on the design documents for the historic rehabilitation of the building. A complete schematic design, specifications and cost estimate was presented to the Board of Selectmen in late Fall 2015. A Community Preservation Needs Assessment meeting was held in December 2015.

The primary goals of this CPA-funded design were to improve accessibility and address life-safety concerns while preserving the historic appearance of this iconic, 120-year-old, former Westford Academy. In addition to these goals, the architect identified larger needs that would have to be addressed as part of any renovation project.

For example, four generations of electrical wiring, an inefficient steam heat system, insufficient plumbing, and lack of fire protection all need to be addressed as soon as possible. The last major renovation of this building occurred in 1928 when the gymnasium was added to the rear of the building. The schematic design cost estimate for this project is now estimated to be $7.3 million if it were to start construction in June of 2017.

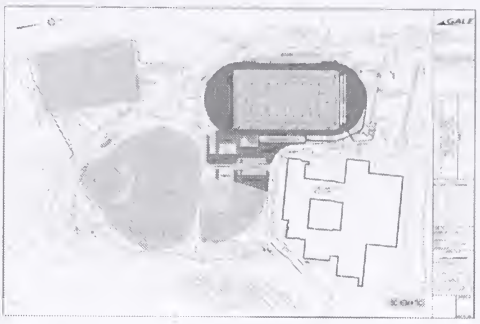
In January 2016, an application was submitted for the Community Preservation Committee (CPC) to consider funding the next phase of design and production of construction documents for the project. Members of the Roudenbush Committee met with the Historical Commission in January 2016. A revised CPA application and funding options were then presented to the Board of Selectmen for their authorization to use other funds, including dollars from the leased buildings revolving account to fund the energy efficiency and emergency power elements of the design, and fund the cost of the required environmental inspection. Updates were provided to the PTBC at intervals of this project and a full presentation was made to the PTBC in late January 2016.

In February 2016, the CPC voted to recommend the $270,000 of CPA funds to continue with the design of the project. The Historical Commission weighed in on some changes to the project, which were quickly modified with the approval of the Building Inspector.

The project came before Town Meeting in April 2016. Much discussion led to the decision to have the architect prepare a few more options that might lead to a smaller project. These options were discussed with the Board of Selectmen in Spring 2016 and at the Town-wide Strategic Planning Retreat in late June 2016. This community input will help to define the project as it moves forward in the upcoming fiscal year.

Westford Academy Athletic Complex Master Plan

Annual Town Meeting in March 2015 supported the PTBC's recommendation to develop a Master Plan of the Westford Academy Athletic Complex. The purpose of the Master Plan is to develop an overall plan for the improvements that are needed for both the athletic fields and supporting facilities. Town Meeting appropriated $60,000 for this study. The PTBC worked closely with the School Department and Westford Academy Principal James Antonelli and Athletic Director Dan Twomey to issue a Request for



Westford Academy Athletic Complex Master Plan

Qualifications in order to hire a qualified consultant to complete this study. On September 18, 2015, four proposals were received. The Selection Committee recommended that the School Department hire Gale Associates of Weymouth, MA to develop the Master Plan. Gale Associates worked closely with representatives of the PTBC, Westford Academy, School Department, and the Water Department to complete the Master Plan. Gale Associates presented their recommendations in January 2016. This included a multi-phase plan over 10 years to complete improvements to the track surface, install new bleachers on the visitors' side of Alumni Field, construction of a new concession stand and team locker rooms, and modifications to the baseball, softball, and field hockey fields. The total estimated cost of all the recommendations was $4,440,000.

Meetings

The Permanent Town Building Committee meetings are generally held on the first and third Mondays of the month at 6:30 p.m. at the Cameron Senior Center.

Planning Board

The Planning Board typically (with the exception of the summer months) meets at 7:30 PM on the first and third Monday of each month in Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television (WCAT). The WCAT broadcasts can be viewed online through a link on the Town's Home web page. Throughout the 2016 fiscal year (FY2016), the Planning Board held 21 meetings and eight executive sessions. Here is a brief summary of significant events and activities of the Board.

Dennis Galvin
Chair

Matt Lewin
Vice-Chair

Michael Green
Katherine Hollister
Darrin Wizst

Staff
Chris Kluchman, FAICP
Director of Land Use Management

Jeffrey Morrissette
Town Planner, Planning Board Staff

Danielle Evans, AICP
Assistant Planner

Erin Toothaker
Permitting Program Assistant

Highlights

- Updated the list of Board priorities for the next several years.
- Continued with Land Court litigation efforts relative to the proposed asphalt plant at 540 Groton Road/Commerce Way.
- The Board sponsored three Zoning Amendments to 1) Signs and Sign-related Definitions; 2) Definitions: Amend Definitions for Major Commercial Project and Light Manufacturing, Create a Definition for Asphalt Manufacturing Plant, and 3) Amend the Table of Principal Use Regulations to prohibit the Asphalt Manufacturing Plant use. The proposed amendments were considered and approved at Annual Town Meeting.
- The Board granted preliminary approval for Juniper Hill, an 18-lot residential subdivision off Graniteville Road.
- At a special meeting, the Board considered an application to allow for redevelopment of the Drew Gardens property to include a farm-to-table restaurant with function hall, a greenhouse, high-tensile orchards, and associated parking, drainage, lighting, landscaping, signage and other appurtenant features and utilities. The Board accepted withdrawal of the application after the applicant narrowly failed to obtain Town Meeting support.
- Approved or authorized Administrative Review for changes to existing commercial sites including Orchard Square, Gulf Gas Station, 5 Technology Park Drive, Butter Brook Golf Club, and 129 Littleton Road.
- Approved Site Plan Review and Special Permits under the Mill Conversion and Water Resource Protection Overlay Districts for Abbot Mill Phase II containing up to 102 residential units.

Applications

The following table is a summary of the number of applications received and acted on by the Board as of the end of the 2016 fiscal year:

Planning Board Application Summary			
Application Type	**Status**		
	Approved	**Denied**	**Withdrawn**
Zoning Amendments	**3**	-	-
Site Plan Review	**3**	-	**1**
Storm Water Management Permit	**4**	-	**1**
Special Permits	**6**	-	**3**
Water Resource Protection District	1	-	1
Major Commercial Project	-	-	1
Planned Commercial Development	-	-	-
Common Driveway	-	-	-
Open Space Residential Development	-	-	-
Flexible Development	-	-	-
Signage	4	-	-
Mill Conversion	1	-	-
Other Special Permits	-	-	1
Modification of Prior Approvals and Administrative Decisions	**9**	-	-
Subdivision	**8**	-	**1**
Approval Not Required (ANR)	6	-	-
Preliminary Subdivision	1	-	-
Definitive Subdivision	1	-	1
Scenic Road	**2**	-	-
Totals	**35**	-	**6**
Total applications received FY 2016	**41**		

In FY 2016, the Board established zero, reduced one, released two and called zero bonds relating to approved subdivision projects. The Board also released two Developer Performance Escrow accounts for non-subdivision projects. The Board also approved three Lot Releases for ongoing subdivision projects.

At the May 2016 Annual Town Election, Board member Katherine Hollister was re-elected. The Board re-elected Dennis Galvin as Chair and Matt Lewin as Vice Chair.

What does the Planning Board do?
Defined by Massachusetts General Law the Board has three primary functions:

1) To establish planning goals and to prepare plans to implement those goals, which take the form of the town's zoning bylaws

2) To administer the Subdivision Control Law which establishes the process for development of new roads and new housing. A developer's proposed plans are carefully scrutinized for roadway design, drainage, soil conditions and a host of details related to proper sighting

3) The Board is also designated as the permitting authority for various site plan submittals under the town's Zoning Bylaws

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Affordable Housing Committee, Historic Commission, and ad hoc committees as needed. The Planning Department is not a permit granting authority. Its function during the permitting process is to integrate laws, regulations and plans with the town's goals to ensure that the best interests of the town and its residents are served.

Web Page:
www.westfordma.gov/294/Planning-Board

Police Department

Thomas M. McEnaney
Chief of Police

Walter R. Shea
Deputy Chief

Mark Chambers
Captain

Victor Neal
Captain

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics
- Excellence and teamwork in the performance of duty
- Protection of constitutional rights
- Problem solving for continuous improvement
- Continuous planning for the future
- Performing public service and law enforcement tasks so as to provide leadership to the police profession

Training

On April 8, 2016, after successfully completing a 14-week training course, Westford K-9 Officer Corey Peladeau and his K-9 BENY were certified in the detection of explosives. Officer Peladeau and K-9 BENY are one of the very few municipal K-9 teams certified in the detection of explosives. This certification will be valuable to the department in assessing school threats and adding an additional layer of safety to large public gatherings, sporting events, and parade routes. "Explosives Detection K-9" has been added to BENY'S impressive resume of certifications in suspect tracking, evidence recovery, and missing persons tracking dog.

Awards and Recognition

Four members of the Westford Police Department received the prestigious Trilogy Award from the FBI-Law Enforcement Executive Development Association (FBI-LEEDA). FBI-LEEDA is the premier provider of law enforcement leadership training in the nation, whose mission is to advance the art and science of law enforcement leadership. Sergeant Gregory Marchand, Lieutenant James Peloquin, Lieutenant David Connell, and Captain Mark Chambers completed the Supervisor Leadership Institute, the Command Institute for Law Enforcement Executives, and the Executive Leadership Forum. These programs are designed for law enforcement executives and focus on the emerging challenges facing the profession of law enforcement, provide leadership strategies to manage and adapt to future conditions, offer best practices for the development of personnel and the application of audits and controls to limit agency liability. Only about 1500 law enforcement executives nationwide have received the Trilogy Award.

FY 16 Grants
The Police Department has applied for and received the following;

$6,080	DOJ and EOPSS Bulletproof Vest Grant
$10,000	Traffic Safety Grant.
$4,950	Underage Alcohol Grant
$2,970	Pedestrian Bicycle Safety Grant
$50,000	911 Support and Training Grants
$74,000	Total

Thank you
The men and women of the Westford Police Department would like to thank the residents of Westford for their unwavering support and encouragement during these recent challenging and dangerous times in policing. Lethal violence against police officers is on the rise at the same time in which more is being asked of police officers by society than ever before.

In 2005 the Westford Police Department became only the 21st police agency in the Commonwealth to have attained the status of being an accredited police agency, and the department has maintained its accreditation since that time. Currently there are 62 accredited police agencies out of the 351 communities and campus police agencies in Massachusetts. All members of the police department, sworn and civilian, maintain these standards and we are proud of this prestigious status. As an accredited agency the Westford Police Department brings bias-free policing principles into all levels of the organization, including comprehensive training of officers and supervisors. The residents of Westford can rest assured that their police officers bring enormous dedication, pride, and integrity to their jobs every day and that they are all committed to ensuring effective constitutional policing.

Police Call Log July 1, 2015 thru June 30, 2016

9-1-1 Calls-TOTAL	3341
9-1-1 Hang up	160
9-1-1 Non-Emergency	134
9-1-1 Other Jurisdiction	39
Accident Industrial	2
Accident MV-Injury	74
Accident MV-No Injury	608
Alarm/Burglar	844
Alarm/Fire	734
Animal Control Officer Call Out	248
Animal Cruelty	40
Arrest	189
Assault & Battery	15
Assault-Simple	14
Bank Escort	112
Bomb Threat	1
Business/House Check	4805
Breaking & Entering	53
By-Law Violation	65
Car Seat Installation	120
Child Abuse/Neglect	14
Commitments	94
Counterfeiting	3
Disturbances	234
Domestic Violence	122
Drug Law Violations	23
Firearm Violations	1
Fire MV/Bldg/Brush	11
Fireworks Violation	8
Funeral Escort	8
Harrassment	40
Identity Theft	129
Injury to Property	70
Larceny	90
Larceny From MV	14
Larceny MV-Auto	10
Liquor Law Violations	42
Lock Out	221
Maintain the Peace	22
Medical	1417
Message Delivery	55
Missing Person/Child	20
Mutual Aid	60
MV Abandoned	13
MV Disabled	291
MV Stop	4783
MV Violations Issued	3897
Officer Wanted	337
Order Served-Court/Restraining	294
Park and Walk	916
Property Found	114
Property Lost	48
Property Take Possession	36
Protective Custody	3
Radar Assignments	1071
Repossession	11
Restraining Order Violation	17
Robbery	1
Rubbish Disposal	24
Safety Hazard	216
Search Warrant	21
Sexual Assault/Adult & Child	14
Sudden Death	8
Suicide/Attempt	10
Surveillance MV	35
Surveillance Person	31
Suspicious MV/Person	658
Telephone Harassment/Obscenity	37
Traffic Hazard	320
Transportation/Citizen/Prisoner	113
Trespassing	31
Truancy	2
Vehicle ID Number (VIN) Check	9
Well Being Checks	331

Police Department Roster

Chief of Police
Thomas McEnaney

Deputy Chief
Walter Shea

Captains
Victor Neal Jr
Mark Chambers

Lieutenants
Det. Lt. David Connell
James Peloquin
Ronald Paulauskas
Donald Pick

Sergeants
Justin Agraz
Michael Breault
Brian Gendron
Stephen Keins
Marc Proia
Christopher Ricard

Patrol Officers
Torace Armstrong
David Bettencourt
Gregory Burns
Jonathyn Byrne
Michael Croteau
Timothy Galvin
Derek Hartley
Jon-Allen Haslam
Brandon Holmes
Timothy Hughes
Timothy Jansen
Timothy Larkham
William Luppold
Brendan McEnaney
Ian McEnaney
Scott Hyder
Robert Musto
Daniel O'Donnell
Corey Peladeau K-9
Paul Selfridge
David Silton
Joseph Walker
David Welch

Special Services
Sgt. Gregory Marchand-Prosecutor
Det. Matthew Furlong
Det. Nirissa Nicoletti
Det. David O'Hearn
Det. Dennis Rogers
SRO Geoffrey Pavao
Det. Chris Musick
SRO Joseph Eracleo

Operations Administrator
Timothy Whitcomb

Telecommunicators
Ryan Cobleigh
Cheyenne Harrington
Ashley Hartenstein
Andrew Sherman
Jocelyn Shields
Jocelyn Stott

Office Personnel
Marcy Devine
Tricia Targ
Michelle Wright

Custodial
Richard Bernardi

Public Works Initiative Committee

John Cunningham
PWIC Chair
Conservation Commission member

Mark Kost
PWIC Vice Chairman
Board of Selectmen member

John Mangiaratti
Assistant Town Manager
PWIC Clerk (Until April 2016)

Hugh Maguire
Water Commission

Terry Ryan
School Committee

Robert Price
Library Trustee

George Rogers
Council on Aging

Erika Kohl
Alternate School Committee Member

Town Staff
Richard Barrett
Highway Department

Pat Savage
Parks, Recreation & Cemetery Department

The Public Works Initiative Committee (PWIC) is charged with working with all policy boards to carry forward the plan developed by the ad hoc Public Works Committee dated March 2010. The committee is responsible for further refining the plan steps, developing additional concepts and recommending implementation actions according to the Public Works policies adopted by the Board of Selectmen on February 26, 2010.

The PWIC continued to work on two major initiatives during FY16: a review of the custody, operation and maintenance of subsurface water treatment systems, and the consolidation of the oversight of maintenance of town lands and grounds.

Subsurface Wastewater Facilities

As a result of committee work on subsurface systems, the town modified the Stormwater Management Master Plan contract to provide for the development of an operations and maintenance plan for town-owned underground wastewater systems. The committee monitored the progress and aided in the development of the Wastewater Assets Operation and Maintenance Plan which includes an inventory of all the town-owned treatment facilities in Westford (excluding the four major Waste Water Treatment Facilities currently under the management of the Westford Water Department) and recommendations for improving the town maintenance of wastewater assets. Typical facilities include septic systems, grease traps, pumps and oil separators.

The draft report was presented to the committee on May 20, 2016. The committee recommended changes and continued to provide additional information to the contractor for the remainder of FY16. The final report is expected in early FY17 and, upon acceptance of the final report and agreement on recommended actions, the committee will forward recommendations to the Board of Selectmen.

Maintenance of Town Lands

The committee continued to work on the consolidation of the oversight of town lands maintenance with the Lands and Grounds Working Group, continuing work on the development of recommendations on the maintenance of conservation land. The working group presented six major recommendations to the committee on February 20, 2016. The committee forwarded the recommendations to the Westford Conservation Commission for consideration and continued to discuss options for the oversight of the management of town lands and grounds using the conservation land management recommendations as a baseline.

PUBLIC WORKS INITATIVE COMMITTEE – CONTINUED

Membership
The committee worked with a reduced membership throughout FY16 with the absence of representation from the Finance Committee and the Parks and Recreation Commission. John Mangiaratti, in his role as Assistant Town Manager, was a key member of the committee from inception until April 2016 when he departed to work in another community. His valuable contributions to the committee and the Town will be sorely missed. With his departure the committee was further reduced in number pending the arrival of the new Assistant Town Manager in June.

Remaining Tasks
The committee expects to complete work on the Wastewater Assets Operations and Management Plan in early FY17 and to work on the oversight of Town lands through the first half of FY17 with recommendations to the Board of Selectmen by the end of the calendar year. Completion of the remaining two tasks will complete the committee's work and, barring any additional assignments, is expected to result in discharge of the committee by the Board of Selectmen sometime in FY17.

Records & Archives Management Committee

Fiscal 2016 was marked by a high volume of preservation activity thanks to Community Preservation funding, volunteer hours and staff support. From arrangement and description to outreach, we advanced our efforts to preserve and share the wealth of your archives with the public through our website and student engagement. The activities are described below.

Virginia Moore
Chair
Ellen Harde
Pat Louch
Sandy Martinez
Bob Oliphant
Kaari Tari
Town Clerk

Outreach & Access

- Westford Academy Local History Tours: Andrew Norander's history classes had a chance to view Westford history first hand. The small-group tours of Town Hall included a trip to the town vault, where they viewed early records, saw how early volumes have been rebound and loose records stored in archival boxes, contemplated the beautiful handwriting of the time and viewed the Civil War draft document as it relates to the memorial marble tablet at the top of the Town Hall stairs.
- The Town Archives webpage was updated with finding aids of various collections.
- Elected Officials 1980-2016 have been added to the Town Archives.
- Board/Committee data online: Barbara Murch's far-reaching probe into the history of boards and committees in Town through the years is now available on the Town Archives webpage.
- Got Minutes campaign: Meeting minutes continue to be sought from the public as we seek evidence of the actions taken by the many boards and committees serving Westford through the years.
- Committee member Bob Oliphant has completed a comprehensive finding aid of military records, many of them transcribed, and archived two additional boxes in this collection. We are awaiting a response from the Supervisor of Public Records to ensure that there are no restrictions with the publication of this information.
- Election ballots and results compiled and scanned.
- Executive session minutes found in the vault released and refiled.
- Sargent Mills archives: Archivist Laura Carter encapsulated blueprints, and arranged files relating to laying industrial railroad tracks at the mill.
- Blue prints of the original Westford Academy were obtained digitally from the State Archives.

Preservation through Records & Archives Management

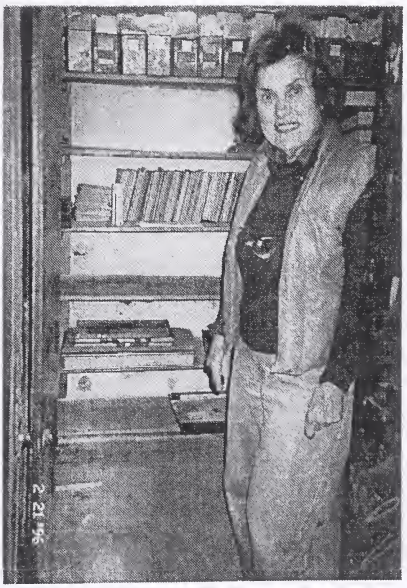
- Archivist Laura Carter assisted Human Resources, and the Town Clerk's Office with collection policy development by creating fileplans and records management assessments.
- Shredding: On August 26, several departments participated in an annual shredding day. A total of 230 boxes of material with personal information that were no longer required to be retained were shredded, providing much needed space for current files.
- Kathy Deschenes has continued to organize our permanent Planning files through a methodical inspection, removal of duplicates, and scanning of material for both preservation and access purposes. This has resulted in creating 27 linear feet of additional storage space which amounts to 27 storage boxes.

- Laura rehoused early Town volumes that are in need of binding repair with buffered interleave tissue and then encased them in acid free stock poster board.
- We continue to collaborate with the Engineering Department to transfer street layout plans to the Town Archives for preservation.
- Board of Library Commissioners Preservation Specialist Gregor Trinkaus Randall installed three dataloggers to measure the temperature and humidity in archives storage areas between August and January. The report is available at the Town Clerk's Office.

Remembering our friend and colleague, Jane Hinckley
We lost a great friend and advocate for preservation on March 26, 2016. Jane Hinckley had a great interest in researching and preserving Westford's history and Westford's historic buildings and was a frequent volunteer in the Town Clerk's office from the early 1990s.

Jane helped obtain a grant from the Massachusetts Documentary Heritage Grant program for a comprehensive survey of town records in 2000 by an archivist consultant. One of the survey's recommendations was the establishment of a town Records and Archives Management Committee by the Board of Selectmen, which occurred in 2002 with Jane as a charter member. She served on the RAMC until 2009 and helped identify and organize many of the town's older records.

Jane served on the Westford Historical Commission from 1993 to 2008 where she was involved in the identification and documentation of Westford's historic houses. She was on the commission when the town's five villages were placed on the National Register of Historic Places. She advocated for the town's Demolition Delay Bylaw, and made sure that any historic structures that were demolished were first photographed.



Jane Hinkley in the Town Hall basement vault 1996

Recycling Commission

Alan Bugos
Kristina Erickson
Ellen Harde
Cynthia Peraner
Charles Stark
Barbara Theriault
Susan Lavigne Thomas

The mission of the Recycling Commission is to:
Increase awareness of the financial and environmental impacts of recycling
Provide opportunities for non-curbside recycling
Educate residents on options to reduce, reuse, repurpose, and recycle, and
Implement programs that encourage diversion from the trash.

Westford Bids Farewell to Integrated Paper Recyclers
Our long-time recycling vendor, Integrated Paper Recyclers (IPR), was unable to weather the historically low prices for recycling commodities, and by mutual agreement, the Town went out to bid for a new vendor at the end of the fiscal year, a few years earlier than anticipated. The Westford Recycling Commission is grateful to IPR for their years of service, and would like to thank residents, the bid review team, and Town employees for their patience and cooperation during this transition period. The Town looks forward to building a mutually beneficial partnership with Republic Services, Inc., the firm which was ultimately awarded the contract after a competitive bid process.

Westford Continues to Recycle Curbside
Recycling tonnage increased by 123.7 tons or 5.8% in FY2016 vs FY2015 (March to March data) saving the town $8,535 that would have been spent at the incinerator had it been trashed. Trash tonnage increased 46.77 tons, or 0.6%, over the same period, and cost the Town an additional $3,277.

Normally we'd like to see a decrease in trash as well as an increase in recycling, but this was not the case.

The increase in trash may have been because the Town continued to add households over this period. While the data available is by calendar year rather than fiscal year, Westford added over 100 more houses in 2015 than were added in 2014.

Since it is the reality in waste management that trash and recycling tonnage vary month to month throughout the year it is also possible that the need to change the time period for data in this year's report from March to March rather than July to June, as is

customary, altered the comparison. This change in reporting was necessary because IPR did not provide the Town with recycling tonnage for the final quarter of the fiscal year.

And at Diversion Events
As always, the Commission organized and staffed several events for residents to keep their banned items out of the trash:

- Electronics & More collections on September 19, 2015 (91,413 lbs) and May 7, 2016 (93,662 lbs) or 92.5 tons for a savings of $6,382.50.
- Assisted Highway Department with publicizing a brush chipping event on October 17, 2015, and April 16, 2016.
- Provided publicity, attendees and technical assistance for the April 16, 2016 Styrofoam collection organized by The Green Action Team of the First Parish Church.

Diversion by Covanta at their Haverhill, MA Facility
Westford solid waste is hauled to Covanta in Haverhill, Massachusetts to be processed and incinerated in their energy-from-waste system. Covanta reported the following facility highlights in their 2016 Annual Report:

- 597,711 tons of waste processed
- 3,566,059 klbs of steam produced to the turbine
- 375,270 megawatt hours of energy from the turbine, which would provide enough electricity for over 33,000 households annually
- 4,349 kwh of power from the windmill high above the plant
- 17,689 tons of metal recovered

As part of Covanta's mercury separation program, these are some of the products collected for recycling rather than landfilled:

Fluorescent bulbs	359,885 feet
U-Tubes	6,295 units
Compact bulbs	30,460 units
Thermostats	1,619 units

Please note: Westford has several options for residents to recycle these mercury-based products. They should not be disposed of in the trash.
See www.westfordma.gov/408/Recycling-Commission for details.

Publicity and Education
To increase awareness of recycling, the Commission:

- Maintained a comprehensive and current website for the convenience of residents: www.westfordma.gov/recycling.
- Printed and mailed the 2015-2016 Recycling Guide to Westford households.
- Inserted recycling reminders in the December, 2015 real estate tax bill.
- Submitted articles monthly for the Town Manager's online newsletter.

- Set up and staffed an education table at the Farmers' Market July 21, 2015, and September 22, 2015.
- Publicized availability of curbside leaf collection.
- Conducted an educational program at Nabnasset Elementary School on May 3, 2016.
- Mentored two student robotics teams as they researched and implemented recycling initiatives in their schools as part of the First Lego League Competition (Norman E. Day School and Stony Brook Middle School – Fall 2015).

Additional Ongoing Events and Efforts in FY 2016:

- 183 64-gallon wheeled recycling "toters" sold.
- 33 Earth Machines sold and delivered.
- Continued work on kitchen and cafeteria composting programs in the Crisafulli and Blanchard schools in addition to providing routine recycling support.
- Collaborated with the Recreation Department and other town land holders to keep our public lands clean.
- Sharon Chew established an award-winning student-run composting program at Westford Academy in cooperation with the Environmental Club and the Special Education Department under the auspices of the Agricultural Commission. Kitchen and cafeteria waste are composted on-site, diverting tons of heavy food waste from the incinerator.
- Upcycle It, operated under the auspices of Sustainable Westford, diverted 798 pounds of packaging from our waste stream which would otherwise be incinerated at a cost to the town and generated income for Westford schools.
- "Discover Books" Walk-in Book Recycling Container at Water Department.
- New England Clothes Recycling containers (for both gently used and unusable textiles) at nine locations throughout the Town.
- A half dozen community Litter League Green Team clean ups conducted in collaboration with the Highway Department.
- Bulk stickers for the disposal of large items.
- Legislative updates and letters of support for bills structured to limit municipal liabilities for waste disposal.

Recycling Commission Revolving Fund, FY16

Starting balance July 1, 2015	$8,839
Ending balance June 30, 2016	$8,640

	Income	Expenses
64 gallon toters	$9,065	($10,098)
Composter bins	$1,485	
Brush chipping	$340	
Covanta grant	$833	
N.E. Clothes Recycling	$500	
Tipping fee offset	$75	
Printing & mailing Recycle Guide		($2,399)
TOTALS	**$12,298**	**($12,497)**

Other Key Information

The Commission is blessed with several dedicated non-member volunteers. Among other efforts, Kristina Greene, founder of Upcycle It in Westford, organizes the Electronics and More Collections each year and manages our DEP reporting system. Tanya Carlyle fields recycling questions that come in via the town website and is always available for ad hoc tasks. Elizabeth Sawyer joins the Commission as needed to coordinate and run our bi-annual Hazardous Waste Collections. Denise Seyffert delivers Earth Machines to Westford residents. Sharon Chew provides weekly labor and inspiration for the Town's composting efforts in the schools. Gerry DiBello reviewed and updated the "Recycling A to Z" section of our website. Finally, Gwen Orford joined the Commission as a volunteer in June and jumped in to perform project research this year. Thank you all for your service.

The Commission meets the second Thursday of each month from 7 to 9 p.m. at the Roudenbush Community Center. The agenda is posted in advance on the town website and all residents are welcome.

Westford Scholarship and Grant Committee

Rich Hendl
Chair

Kalpesh Sheth
Secretary

Julie Beaudreau
Bill Cruikshank
Patty DiStefano
Andrea Mejia
Jon Myerov
Janet Tortora

Staff Support
John Mangiaratti
Assistant Town Manager

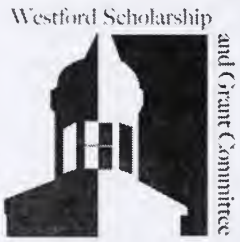
Dan O'Donnell
Finance Director

In the past year the Westford Scholarship and Grant Committee made substantial progress in creating and defining a process to distribute funds from the Scholarship Fund and the Arts and Technology Fund.

During the year the Committee discussed processes, wrote a mission statement, renamed the committee, designed a website, approved a logo, and created and designed applications for awarding scholarships and grants. Below is the Committee's mission statement, logo, website and email address.

Mission Statement, Approved July 15, 2015
The mission of the Town of Westford Scholarship and Grant (SAG) Committee is to provide educational financial aid to deserving Westford residents and provide supplemental educational funding for local educational needs and for existing adult literacy programs. The SAG is appointed by the Board of Selectmen pursuant to the provisions of Massachusetts General Laws, Chapter 60, Section 3C . The SAG Committee oversees the Scholarship Fund and the Arts and Technology Fund, both funded by taxpayer donations to provide funding for these scholarships and grants.

Westford Scholarship and Grant Committee Logo



The SAG Committee asked Westford students to submit samples for the Committee to decide on a logo that best represented the Committee. The logo that was chosen was designed by Lindsey Pacifico. The SAG Committee greatly appreciated all the students who participated and submitted sample logos for the Committee's review.

SAG Committee's Web-site and E-mail
www.westfordma.gov/764/Scholarship-Grant-Committee
Email: SAG@westfordma.gov

One of the Committee's focuses was to raise the awareness of the mission of the SAG Committee by leveraging the resources of the town. This included reviewing and redesigning the real estate tax bills that enable Westford citizens to donate to the scholarship and grant funds. The Committee also worked with the town to set up an email address and a site on the town's website to inform citizens of the progress and mission of the SAG Committee. The Committee also made it possible for those citizens who pay their real estate taxes online to be able to donate to the scholarship and grant funds through the City Hall Systems website.

Scholarship and Grant Committee – Continued

Scholarship Award
The Committee was pleased to award a scholarship in the amount of $2,500 to Daniel Measer. The Committee chose to award Mr. Measer based on his personal achievements and more importantly his community involvement, civic contribution and commitment to making Westford a better place to live.

Grant Awards
The Committee awarded three grants in 2016. These grants were:

- Field Trip to Olin Expo – Karen Giannasca and Blake Buxton in the amount of $400. This grant benefited a field trip of 8th grade students to visit the Olin Expo at Olin College of Engineering.
- Virtual Excursions – Ruth Freeman, Lisa Sanderson, Jen Tzietze and Nancy Feeher in the amount of $998. The grant benefited the students of the Abbot School to create a virtual field trip.
- Publishing Day Extravaganza! – Nancy Feeher in the amount of $1000. This grant benefited students participating in a six-month-long book writing project.

For the remainder of the year the Committee revisited the processes and applications to make improvements for the coming year. The Committee is looking forward to continuing to award additional scholarships and grants for the new year while greatly increasing the awareness of the Scholarship and Grant funds.

Sealer of Weights & Measures

Eric Heideman
Assistant Town Manager

The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) all commercial weighing and measuring devices annually. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scales to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee administered by the Town Manager's office. The town collects revenue for each inspection to offset the cost of providing this service.

The town has worked closely with the Division of Standards to identify businesses to add to the inspection list each year. Since the Division of Standards conducts inspections on a calendar year basis, the information presented in this report represents calendar year 2015 inspections. The total revenue received in fiscal year 2016 for the fees assessed for the calendar year 2015 inspections was $4,075.

Calendar Year 2015 Inspection Activity
The table below represents all of the annual inspections that were conducted by the sealer during calendar year 2015. The sealer conducted inspections at approximately 27 businesses and two schools in Westford for a total of 214 inspections. Electronic checkout inspections occur every other year and 2014 was a year with an inspection.

	Type of Inspection	Number of inspections Completed
Inspections of Scales	over 10,000 lbs	2
	5,000-10,000 lbs	1
	1,000 - 4,999 lbs	0
	100-999 lbs	8
	10-99 lbs	55
	less than 10 lbs	0
	Weights (all types)	66
Inspections of Measuring Devices	Gasoline Meters	122
	Vehicle Tank Pump	5
	Bulk Storage	0
	Taxi Meters/ Odometers	0
	Fabric Measures	0
	Cordage Measures	0
	Linear Measures (yard sticks)	0
Misc.	Reverse Vending (bottle return)	0
Electronic Checkouts	less than 4 units	0
	4 but not more than 11 units	0
	more than 11 units	0

More information about the Sealer of Weights and Measures is available on the town website.

WESTFORD PUBLIC SCHOOLS

Everett V. Olsen, Jr.
Superintendent of Schools

Westford Public Schools continues to receive recognition and accolades locally and nationally. The Stanford University School of Education conducted a research study on the achievement levels of students in nearly 12,300 school systems in the United States. It was reported that Westford's students ranked 4th in the United States. Additionally, Newsweek ranked high schools across the country on a number of criteria. Westford Academy was ranked 47th in the United States and 2nd in Massachusetts.

Westford enrolled 5,182 students from pre-Kindergarten through Grade 12 as of October 1, 2015. This represents a decrease of 143 students in our enrollment from our historical peak enrollment of 5,325 students in 2009. In attempting to project enrollments for future school years, it is important to analyze the variables of births within Westford, in-migrations/out-migrations, and local, regional economic strength. Interestingly, the number of annual births in Westford has declined from nearly 300 per year in the early 2000s to a range of 150-170 in the last several years. However, our enrollment has not experienced a precipitous decline. This appears to be due to the large number of families with school-age children who move into new or existing housing because of the excellent reputation of our school system. There are an increasing number of calls from parents in other communities requesting enrollment for their children in Westford Public Schools. The only viable option for Massachusetts parents is via the School Choice programs.

Westford students continue to demonstrate high academic achievement on state and national assessments. Student performance on the Massachusetts Comprehensive Assessment System (MCAS) and Partnership for Assessment of Readiness for College and Careers (PARCC) is at or near the top of all communities in Massachusetts. Upon graduation, students are accepted into the finest colleges and universities throughout the nation.

During the 2015-2016 school year, our Leadership Team read "Creating Innovators: The Making of Young People Who Will Change the World," authored by Harvard Professor Tony Wagner. Dr. Wagner also spent a morning meeting with the Leadership Team to discuss the need for focusing more on the application of knowledge in creative, innovative ways. Our goal is to bring activities to students, beginning in 2016-2017, that will continue to develop more creative, innovative mindsets in our students. It is what we must do to prepare them for the future.

The accomplishments of our students and staff in classrooms, athletic fields, and fine and performing arts have been exemplary. The support provided to our excellent school system by the School Committee, Board of Selectmen, Finance Committee, town administrators, parents, and the entire community continues to be invaluable. Our collective goal is to provide a high quality education to all students so that they will continue to be well prepared for their future in an increasingly competitive world.

WESTFORD PUBLIC SCHOOLS – CONTINUED

Everett V. Olsen, Jr., Superintendent	978-692-5560	X 2103
Nina Mangan, Administrative Assistant to the Superintendent		X 2102
Kerry Clery, Assistant Superintendent of Curriculum & Instruction		X2105
Maureen Townsend, Curriculum Administrative Assistant		X 2104
Kathleen Auth, Director of School Finance		X2106
Nancy Hill, School Finance Administrative Assistant		X 2100
Courtney Moran, Director of Pupil Services		X2112
Susan Ehasz, Administrative Assistant		X2111
Dorothy Wagner, Administrative Assistant		X 2113
Lucy Smith, Director of Student Information		X 2124

PRINCIPALS

James Antonelli	Westford Academy	692-5570
Christopher Chew	Stony Brook	692-2708
Richard McElhinney	*Assistant Principal*	
Tim Hislop	Blanchard Middle School	692-5582
Carolyn Jerzylo	*Acting Assistant Principal*	
Kevin Regan	Norman E. Day School (3-5)	692-5591
Chris Louis Sardella	*Assistant Principal*	
Donna Pobuk	Rita Miller School (K-2)	392-4476
Chris Louis Sardella	*Assistant Principal*	
Kathleen Huntley	Abbot School (3-5)	692-5582
Scott Middlemiss	*Assistant Principal*	
Susan DuBois	Nabnasset School (K-2)	692-5583
Scott Middlemiss	*Assistant Principal*	
Sharon Kennelly	Crisafulli School (3-5)	392-4483
Michelle Kane	*Assistant Principal*	
Kevin LaCoste	Robinson School (K-2)	692-5586
Michelle Kane	*Assistant Principal*	
Courtney Moran	Millennium (Pre-School)	692-5560

SCHOOL COMMITTEE

Arthur Benoit, Chair	26 Country Road	Term Expires 2019
Terry Ryan , Vice Chair	6 Carriage Way	Term Expires 2018
Erika Kohl, Secretary	4 Francis Hill Road	Term Expires 2017
Avery Adam	87 Providence Road	Term Expires 2018
Tom Clay	7 Ward Hill Road	Term Expires 2019
David Keele	8 Boston Road	Term Expires 2017
Chris Sanders	6 Koala Bear Lane	Term Expires 2018

School Committee website: www.westfordk12.us/sc
School Committee meetings are generally held every other Monday evening at 7:30, unless otherwise indicated or rescheduled. All meetings are posted through the Town Clerk's Office.

FY16 Enrollment
As of 10/01/2015

	MLN	NAB	ROB	MLR	ABB	DAY	CRIS	STBRK	BMS	WA	TOTAL
Pre-Sch	145										145
PDD K-2		7									7
K		100	79	106							285
PRE-1		14	12	7							33
1		118	81	116							315
2		111	94	97							302
3					113	118	111				342
4					118	120	119				357
5					156	136	136				428
6								187	202		389
7								253	205		458
8								245	194		439
9										457	457
10										402	402
11										402	402
12										417	417
UNG										4	4
TOTALS	**145**	**350**	**266**	**326**	**387**	**374**	**366**	**685**	**601**	**1682**	**5182**

STUDENT SUPPORT SERVICES

Courtney L. Moran
Director of Public Services

Westford Public Schools offers a wide range of Student Support Services. We are fortunate to have talented and dedicated general and special education staff members who continuously strive to improve practices in educating diverse learners. All students have the right to be educated in their neighborhood school and side-by-side to their age apprpriate peers.

According to a Department of Elementary and Secondary Education (DESE) October 1, 2015 Report, Westford Public Schools supports 641 students with differing abilities. This number represents a moment in time, as students are continuously evaluated throughout the year for both eligibility and placement. A continuum of services focusing on inclusion is provided. By responsibly including students with their peers, academic, behavior and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including: specific academic instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Of the 641 students, 38 are placed in private special education day schools, collaborative classrooms or residential school placements.

With financial assistance from the Department of Elementary and Secondary Education, the Special Education, Program Improvement Grant (274) funded high-quality professional development during FY16. Training activities focused on compliance with 603 CMR 46.04(1), Physical Restraints. The District has chosen Safety Care for a crisis prevention program. To date, 10 staff members have been trained as trainers and an additional f40 as specialists. The training program is meant to prevent behavioral escalations; reverse the momentum and intensity associated with crisis level behaviors; and decrease the future likelihood of behavioral crisis.

FY15 awarded grants:

Funding Source	Federal/ State	FY12	FY13	FY14	FY15	FY16
Grant 262	State	$19,525	$19,453	$18,244	$19,364	**$19,350**
Grant 274	State	$61,580	$39,242	$22,614	$42,069	**$41,069**
Grant 240	Federal	$931,692	$937,768	$900,568	$907,342	**$904,574**

FACILITIES AND OPERATIONS

Kathleen Auth
Director of School Finances

The School Department was again very busy with facilities projects both large and small during the 2015 – 2016 fiscal year. Many of the activities in the summer months cover regular preventive maintenance activities for the structural components of the school buildings, including elevators, boilers, heating and cooling systems, air exchangers, and kitchen equipment. The floors in all of the school buildings are stripped and new finishes are applied each year, and the custodial crews work very hard during the hot summer months to ensure that the buildings shine for opening day.

The School Department's capital appropriation for FY 2016 included funds to purchase a utility truck with plow and sander attachments, used daily by our maintenance staff and essential to the snow-clearing activities for school properties during the winter season. We also received an appropriation to fund a feasibility/preliminary design study to help us plan for future restroom facilities and visitor bleachers at the Westford Academy football field. And we completed Phase 1 of the district's security camera project, with the installation of interior and exterior cameras at both middle schools and the high school.

Funds in the operating budget were used to relocate the main office at the Abbot School and paint most of the interior of the school to brighten the hallways and provide a more inviting atmosphere for elementary school age children. The sidewalks at Stony Brook and Westford Academy were repaired during the summer, as were the curbs in the parking lots at Nabnasset. The Stony Brook and Abbot Schools were upgraded with new energy efficient hot water heaters, and various needs of the HVAC systems particularly at Abbot, Crisafulli and Westford Academy were also addressed throughout the year.

The window replacement projects at the Robinson School and the Day School were substantially completed during the summer of 2015. The original windows in each building, over 40 years old, were replaced with modern energy efficient units, including two operable units with screens in each window section. The project also included the installation of new exterior doors for each building. We anticipate significant energy savings as a result, and a much improved classroom environment for both students and staff as a direct result of the new glass and the operable window sections. The Massachusetts School Building Authority (MSBA) shared substantially in the total cost of the projects as part of its accelerated repair program for school buildings, with a maximum facilities grant of approximately 32% of the total cost.

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. The School Department is grateful for the continued support of Westford's voters, board members, committee members, and other Town departments.

CURRICULUM & INSTRUCTION

Kerry Clery, Ed.D.
Assistant Superintendent
Curriculum & Instruction

This school year was my second year as the Assistant Superintendent of Curriculum and Instruction in the Westford Public Schools. It has been a true pleasure working with such dedicated staff, respectful children, and supportive community. I feel privileged to be part of the Westford Public Schools and community.

This school year we continued our focus on technology to strengthen our use of digital learning strategies that will increase student engagement, personalize learning, and enhance the quality of teacher-student interaction. Throughout the year we offered a wide variety of professional development in this area, which was very well received. Working closely with Superintendent Olsen, Julie Baudreau, the Director of Digital Learning, and James Antonelli, the Westford Academy principal, a multi-year plan was developed to phase in a 1:1 program at Westford Academy so every student will have a device. Next year will be the first year of this initiative and all freshmen students will be receiving a Chromebook, unless they choose to opt-out and bring their own registered device. Each subsequent year, the new freshmen class will receive a device so that in four years all students at Westford Academy will have "anytime access." The district has coined the initiative, One-to-World. We collectively believe that this is a necessary next step to continue providing our Westford students with opportunities to reach their fullest potential. I would like to also formally acknowledge and thank the School Committee for their support and encouragement throughout this process.

In 1998, the Commonwealth instituted the Massachusetts Comprehensive Assessment System (MCAS), a standardized test given to students in grades 3-10 to assess their math, English language arts (ELA), and science knowledge. The assessment was designed to meet the requirements of the Education Reform Law of 1993. While the data that this test provides is valuable, education has evolved and the most important skills (e.g. critical thinking and problems solving) are not assessed on the MCAS. As a result, the Partnership for Assessment of Readiness for College and Careers (PARCC) was developed last year by a multi-state consortium, which included Massachusetts. We just completed administering our second year of this modernized assessment for English Language Arts (ELA) and math. As the State evaluated this new assessment, which was run as a "pilot", it has decided to develop its own assessment, using similar questions to PARCC. As a result, next year there will be a new assessment called Next Generation MCAS, which will be administered to all students in grades 3-8 throughout Massachusetts. Students at the high school level will continue to take the current MCAS test for the next couple of years.

In order to ensure our students are receiving an education that is horizontally consistent and vertically aligned, we implemented a new math and science program at the elementary levels this year (math in grades K-2 and science in grades 3-5). Teachers were excited to have updated materials that are consistent throughout the district and address the standards with fidelity. After last year's thoughtful vetting processes and seeing the lessons in action this year, we are very pleased with the programs we have selected. Next year, we will alternate the implementation and the grades K-2 teachers will receive the science program while the grades 3-5 teachers will implement the math.

Westford Public Schools – Continued

Westford residents can take pride in their school district, as we have talented and passionate leaders, staff, parents, and students. While we take pride in our performance on the traditional academic measures (e.g. 97% of high school students scoring proficient or advanced on MCAS), Albert Einstein once said, "Not everything that can be counted counts, and not everything that counts can be counted." We continue our commitment to developing the whole-child and providing students with a well-rounded educational experience. On behalf of the Westford Public Schools, we appreciate the continued support that the parents and community members provide our students and our schools.

SCHOOL HEALTH SERVICES

Joan Mitchell, BS, RN, MEd
School Nurse Leader

The number of students with special health care needs has increased over the past decade. Students are coming to school with increasingly complex medical problems, technically intricate medical equipment, and complicated treatments. (Robert Wood Johnson Foundation, 2010)

The school nurse supports student success by providing health care through assessment, intervention, and follow-up for all children within the school setting. The school nurse also provides health counseling, assesses mental health needs, and provides mental health interventions when needed. (NASN)

Clinic visits: As of May 30, 2016

Description	Quantity	Percentage
Return to class	25,030	
Dismissed due to illness	1679	6%
Dismissed due to injury	93	1%
Other	389	
Total	**27,191**	

The following is a partial list of students' physical/developmental conditions as gathered from emergency cards completed by parents during the 2015-2016 school year:

Category	Total Students	
	2015	2016
ADHD/ADD	300	300
Depression	168	218
Allergies:		
Food allergies	376	415
Bee sting allergies	31	27
Latex allergies	6	11
Asthma	614	609
Cardiac conditions	23	28
Diabetes Type I	20	21
Migraine headaches	34	30
Celiac disease	30	80
Seizure Disorder	28	23

Screenings Conducted	Total Students	Grades Tested
Hearing	2154	K-3, 7, 10
BMI	1510	1, 4, 7, 10
Oral Health*	280	1-6
Postural	2167	5-9
Vision	2945	K- 5, 7, 10

*in collaboration with Westford Board of Health

Epi-pen Administration: 5 for known allergy & 3 for unknown allergy

School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance counselors for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene)
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

Staffing:
Each school has a school nurse and Westford Academy has two nurses.

Ongoing Projects in Schools:

- **Project Interface**-referral source for students with mental health issues-7/1/2015-5/26/2016- 45 students were given access to mental health services over a 9 month period
- Works closely with Olympia Sports, Masons, St.Vincent de Paul to provide clothing, food, heat, financial assistance and mental health resources
- All nurses trained to use Narcan in the event of a heroin overdose
- Mental Health Collaborative-small study groups about mental health
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Diabetic care as needed-hourly, daily
- Vigilant lice screenings with constant communication with staff and parents
- Back pack awareness presentation
- Human growth and development presentation
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools-parents called as needed

WESTFORD PUBLIC SCHOOLS – CONTINUED

- The Day School program WOW (Walking Outside for Wellness) a walking program for students during recess
- Water and pool safety presentation
- Continuous asthma education
- Girls on the Run- 12 week team building activities which ended with each girl participating in a 5K race

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

Grades K-2 Elementary Schools

Col. John Robinson School
Principal, Kevin LaCoste
Asst. Principal, Michelle Kane

Rita Edwards Miller School
Principal, Donna Pobuk
Asst. Principal, Chris-Louis Sardella

Nabnasset School
Principal, Susan DuBois
Asst. Principal, Scott Middlemiss

District-wide

ALICE Training: The K-2 Schools worked with the Westford Police Department, Bob Ware, and Sean O'Leary to create a sensitive and appropriate presentation for our district's youngest students in "Alert Lockdown Inform Counter Evacuate" (ALICE) training. Each teacher read the book, I'm Not Scared, I'm Prepared by Julia Cook. In preparation for the drills, each teacher read and discussed the book. We started with a whole-school presentation, including a PowerPoint presentation as well as some role-playing before classrooms went back and practiced three separate scenarios. At the end of the practice, we came together as a community to process the drills, and to ask and answer any questions. Following the practice, many staff and parents provided us with positive feedback, and were appreciative of how the protocol was rolled out.

Full Day Kindergarten: Upon the approval of a pilot program for FDK, we held an information session at Stony Brook Middle School with parents to share information about the new program and the lottery process and to answer any outstanding questions. Each school held a public lottery for Full Day Kindergarten and for entrance into the Extended Day Program. In addition, Miller School held a public lottery for its Integrated Kindergarten Program.

Math: The K-2 teachers implemented the revised Everyday Math 4.0 Program. Teachers and support staff attended a professional development day in January where they were lead by Dr. Nicki Newton.

K-5 Math Curriculum Coordinator, Mary O'Gorman, facilitated a Guided Math Study Group in each building focused on Dr. Nicki Newton's book *Guided Math in Action*. Teachers discussed how to integrate guided math instruction with the new curriculum. Teachers learned how to set up their classroom with meaningful center activities, analyze assessments to form guided math groups, and provide robust instruction in key mathematical strategies. There was also an opportunity to participate in a learning walk of a classroom with a successful implementation of guided mathematics. The culminating activity for this study group was an online Skype meeting session for questions and answer after putting some of these activities and idea into action in the classroom. Many teachers have commented that they feel that they have greatly improved the teaching and learning during math workshop as a result of their guided math groups.

Buddy Bench: Kate Middlemiss, president and co-founder of The Joseph Middlemiss Big Heart Foundation, spoke to our students about the power of kindness and acceptance. The presentation took the students on a "kindness journey," focusing on the theme of how one act of kindness has the power to change lives. It also touched upon the idea that kindness can be chosen over anger and resentment when upsetting or disappointing things happen to us. Toward the end of the presentation, Mrs. Middlemiss talked about the Buddy Bench that was recently installed at each of the K-2 playgrounds. The students were provided a history of the bench and its background kindness story. The

Buddy Bench mission was started by a first grader named Christian, from Pennsylvania. At the end of the presentation, Mrs. Middlemiss challenged the kids to choose kindness in their daily lives and asked them to utilize the Buddy Bench as one tool.

Fresh Gardens: Each Grade K-2 school received two raised bed gardens from a grant in collaboration with Fresh Start Food Gardens, Lowell General Hospital/Circle Health and Elizabeth Almeida and Christine Berthold from Fresh Start Food Gardens. Students enjoyed planting kale and lettuce seeds, and then watching them grow throughout the spring. In the fall, we look forward to harvesting the "crop" and serving our bounty in the cafeteria.

Colonel John Robinson School

Window Project & Announcements: The start to the school year was exciting as students, parents, and teachers entered the newly renovated Robinson School. The summer-long construction project replaced the windows and doors of the building and installed two porticos at the main entrance and bus entrance of the school. In addition to the new look, students also participated in morning announcements for the first time. Students had the opportunity to read the morning report to the entire school which included a welcome message, recognition of birthdays, reciting of the Pledge of Allegiance, and other important messages.

Field Day: The Robinson School implemented their first Field Day that entailed a day full of activities. The planning stages began in October with the creation of a Field Day Committee that consisted of staff and a parent volunteer. Monthly meetings took place to plan the theme events and volunteer support. Through the detailed and strategic planning of the Field Day Committee, the first full day of Field Day events was a success.

Online Conference Scheduling: In March, the Robinson School implemented an online scheduling platform for Parent Teacher Conferences. Consultations with the Blanchard School staff assisted with selecting the program SignUp Genius for consistency. Parent notification via formal letters, Twitter and school emails assisted with a successful first round of online scheduling. After conferences, parent and staff surveys were administered to provide feedback to improve future implementation of online scheduling.

Compassion Project: During the month of May, the Robinson School participated in the American Heart Association's Jump Rope for Heart fundraiser. Second grade teacher Amanda Siano took charge of this Compassion Project by videotaping second grade students bringing excitement to this event and then sharing the video with the school. We celebrated our fundraising efforts on Friday, May 27th with a "jump-roping" Community Meeting. As a school community we raised over $10,000 bringing awareness to heart health and healthy living.

Teacher Rounds: Robinson participated in "Teacher Rounds," which allowed small groups of teachers to observe a host teacher in their classroom while also providing them the necessary time to discuss instructional strategies, lesson objectives, etc. Over the course of the year staff worked together to develop a process for conducting Teacher

Rounds. Teacher Rounds offer teachers the chance to observe their colleagues in the classroom in an effort to improve practice and to further develop professionally. The process included a pre-observation, where the lesson plan is discussed at length, the observation of the lesson in action, followed by a post-observation meeting. The discussions that occurred before and after the observations generated excitement, opportunity for reflection, and ideas teachers could consider implementing in their own classrooms. The emphasis is not that the host teacher is an expert, but rather, facilitates discussion about teaching, learning, and assessment.

Rita Edwards Miller School

Halloween Party: Miller and Day parents collaborated to plan and host a very successful Halloween Party with over 250 people in attendance. Students, parents, and family members donned costumes and joined in the fun at the Miller School. Students enjoyed games in the cafeteria and dancing in the gymnasium. Student volunteers from Blanchard Middle School were on hand to teach the younger students some moves on the dance floor. The force of the galaxy was in the house with Mr. Regan, Mrs. Pobuk, and Mr. Sardella in Star Wars costumes complete with light sabers.

Hugs for Soldiers: In February, Miller School students and families partnered with the nonprofit organization Hugs for Soldiers in Duluth, Georgia. Miller students created Valentine's Day cards and collected items for care packages that were delivered to members of the United States military serving overseas.

Think-a-Head Program: Students attended a safety presentation, Think Ahead, in March in recognition of Brain Injury Awareness month. The Brain Injury Association of Massachusetts offered the "Think-a-Head" program which teaches children about their brains and safety on the playground, street, and home through different scenarios and hands-on demonstrations. This presentation raised awareness about the importance of protecting our brains through wearing helmets and using seat belts.

Celebration of Community: In April, 58 students from the Miller and Day Schools performed in Miller School's annual celebration of community event. Performances included Indian classical and Bollywood dance, Irish step dance, classical Irish songs, Chinese folk dance, and a Taekwondo performance. Many families and friends came to celebrate the diversity of our school by sharing multicultural foods and supporting our student performers.

Student Centered Learning Walks: A group of Miller teachers participated in Student Centered Learning Walks in May. Teachers participated in non-evaluative learning walks of each other's classrooms noticing how students respond to instructional practices. Later they had an opportunity to share their wonderings and observations. This practice allows ongoing professional development for the staff members participating through the sharing of best practices and dialogue regarding teaching and learning.

Blended Learning: Assistant Principal Chris Sardella and Principal Donna Pobuk are enrolled in a Blended Learning course offered through Mass Cue and the Friday Institute. A Blended Learning Focus Group has been formed to define how Blended Learning opportunities can be offered at the Miller School for FY17. At the Miller

School, second grade teacher Kristin Bertolami piloted "Station Rotation" during her mathematics block. This model allows the classroom teacher to offer personalized learning opportunities through small group guided instruction. Students rotate through technology-enriched and hands-on learning stations during the mathematics workshop.

Learning Grant: Jayna Araevalo, Karen Berrigan, Karen Burke, Janice Diamond and Traci Post, were awarded a Westford Education Facility (WEF) grant in May 2016. This will allow the teachers to purchase Osmo interactive learning device for learning centers in the classroom. Osmo is an educational gaming accessory that works in conjunction with an iPad. Osmo fosters learning in key areas such as: social-emotional skills, creative thinking, art, and STEM (science, technology, engineering and mathematics). Students use manipulative materials such as tangrams, word and number tiles, and coding pieces on a flat surface. Osmo uses a camera to recognize the moves the students are making to create a virtual learning experience. Students will be able to use the devices for center activities during the mathematics and reading workshops.

Book Study: Literacy Specialist Amy Sullivan facilitated a book discussion of *The Next Steps in Guided Reading* by Jan Richardson. Participants engaged in discussions with colleagues about analysis of reading assessments, identification of a reading focus, direct instruction in reading strategies, and the utilization of guided writing to support the reading process. Teachers had the opportunity to implement strategies and reflect on lessons with their peers.

Nabnasset School

Communication: This year, the Nabnasset School staff increased its communication with families and the community via an increased presence on social media. Utilizing a new Facebook page (www.facebook.com/NabnassetSchool/) and Twitter handle (@NabSchool), the Nabnasset School staff was able to share real-time information, pictures, and video focused on the amazing teaching and learning that takes place within the school each and every day.

Community Reader Day: As part of the National Education Association's American Education Week, the Nabnasset School hosted a "Community Reader Day," on November 16, 2015, as a way to promote and maintain student enthusiasm and energy around reading. "Community Reader Day" is an event where a variety of community leaders visit classrooms to stress the importance of reading skills while fostering a continued positive relationship between visible members of the Westford community, elementary students, and the Westford Public Schools. The community readers had the opportunity to read pre-selected books aloud to the classes, and, then, discuss the subject matter in a dialog with the students. In addition, the community readers also explained to students how books and reading have made an impact on their personal and professional lives. It was a very fun day!

Field Day: On Wednesday, May 25, 2016, the Nabnasset School community celebrated Field Day with a whole-school, full-day event filled with many amazing, fun activities. This year, in honor of and preparation for the 2016 Summer Olympics in Rio, the Nabnasset School Field Day committee, consisting of staff and parent volunteers, planned field day utilizing the theme of the Olympics and the Olympic Spirit. Beginning

in September, the Field Day committee met monthly to plan the theme, the schedule, the activities, and the volunteer support. As a result of the care and dedication of Mr. Weston and the entire Field Day committee, the Nabnasset Field Day was, once again, a huge success, providing an amazing, memorable day for all students, staff, and families involved in this special day.

Nabnasset-Abbot Sister School "Family Literacy Night": In an effort to connect our sister-school communities, staff members from both the Nabnasset School and the Abbot School worked together to create a family literacy project. Tying in a key component of each school's code of conduct, the staff focused the literacy project around the book, *The Hundred Dresses*, by Eleanor Estes. This piece of literature was first published in 1944 and was a Newbery Honor book in 1945. The story is about Wanda, a new girl at school with a "funny" last name, who claims to own 100 dresses. But, yet, Wanda wears the same faded blue dress day after day.

Families of the two schools read the book aloud together – at home - during March. Then, on Thursday, March 31, 2016, staff members from the Nabnasset and Abbot Schools hosted a culminating sister school activity, a Family Literacy Night, at the Abbot School. The Family Literacy Night consisted of book discussion groups as well as a variety of culminating activities that related to the story. It was wonderful to have hundreds of families from both schools attend this special night celebrating reading and discussing a class book with a timeless message.

Going Green: The Nabnasset School community cares about the environment. This year, students collected "Upcycle" items. These items, such as potato chip bags, juice boxes, and snack wrappers, were sent to a company that repurposed the materials to create different items, such as pencil cases and bags.

The Nabnasset School students work hard to make sure everyone in the building focuses on recycling. Every Wednesday, a group of second graders helps collect and weigh all the recycling bins throughout the school. This school year, the Nabnasset School collected 4,249 pounds of paper to be recycled, saving an estimated 35 trees!

Box Tops for Education: This year, the Nabnasset School participated in the "Box Tops for Education" program. In essence, students and families clip and collect "Box Tops" from a number of different household products, and, then, return them to school. Then, the school sends the collected "Box Tops" to the company, redeeming them for money that is used to support a school project or initiative.

This year, the Nabnasset School community set a goal to collect 11,000 "Box Tops" by June 2016. Not only did the school community meet this goal, it exceeded the goal in a big way! By March, the school had already collected 12,990 "Box Tops." And, at the end of the year, the final tally ended up being an amazing 20,028 "Box Tops" collected. This amazing total will allow the school to purchase a second iPad cart, which will be used by staff members during literacy and math centers.

Compassion Projects: The Nabnasset School community contributed to a variety of compassion projects. A few examples of the projects and charities the school

community supported are: Thanksgiving dinner baskets made for shelters throughout the Merrimack Valley; hats collected for Hats off for Cancer; toys delivered to local hospitals to support For the Love of Ericka Project; clothes collected for Catie's Closet; change donated to the Pennies for Patients campaign for the Leukemia and Lymphoma Society; and Nabnasset School Store "Compassion Corner" donations given to the Matt Roberge Leukemia Fund.

Frank Bishop Gymnasium Dedication: In the fall, former Nabnasset School students Tammy Fannon, Chris Rochon, and Mike LaChance wrote a heartfelt letter about their beloved teacher, Frank Bishop. In the letter, they inquired about the process of naming the gymnasium after him. Their request went to the Naming Committee chaired by Westford Academy Principal Jim Antonelli and was subsequently approved at Town Meeting.

On Saturday, June 18, 2016, a large crowd, spanning generations, gathered for a ceremony in which the Nabnasset School gymnasium was named for and dedicated to Mr. Bishop. Listening to the indelible memories from students, colleagues, and family members, all in attendance were reminded that it is not an exaggeration that a great teacher can change a student's life. Mr. Bishop had a profound affect on students who never forgot how he made them feel.

Grades 3-5 Elementary Schools

John A. Cisafulli
Principal, Sharon Kennelly
Asst. Principal, Michelle Kane

Norman E. Day School
Principal, Kevin Regan
Asst. Principal, Chris-Louis Sardella

Abbot School
Principal, Kathy Huntley
Asst. Principal, Scott Middlemiss

District-wide

Parent Teacher Organizations: There was a shift in the structure of the Westford Elementary Schools PTO in September of 2015. The model that was used throughout the K-5 schools was a "sister school" model, where each K-2 school was paired with its partner 3-5 school. This restructuring allowed for collaborative events and fundraisers with the "sister school" that benefitted the families and students at both schools. The new structure has had a positive impact and all six schools will be working on a common fundraiser in the fall of 2016.

Professional Development: The staff from all Grades 3 - 5 buildings participated in professional development workshops throughout the year that addressed the new science standards and science units. The teachers worked with representatives from TCI and Elaine Santelmann, K-5 Science and Social Studies Curriculum Coordinator, to learn about the written and online components of the program as well as work on lessons to enhance the science experiences for the students.

In addition, a teacher from each grade level at the three Grades 3 - 5 schools worked with other district colleagues and Mary O'Gorman, K-5 Math Curriculum Coordinator, to pilot the Everyday Math 4.0 program that will be implemented across all 3 -5 schools in the fall of 2016. The teachers provided valuable feedback about pacing of units, the types of lessons and assessments. The pilot teachers will be building based resources during the implementation phase.

There were also several professional development meetings that provided updates and collaboration in the creation of English Language Arts lessons that can be utilized across the district. The professional development topic at the 3 - 5 schools for 2016-2017 will focus on the Everyday Math 4.0 Program.

Fresh Start Food Gardens: Each Grades 3 - 5 school received two raised bed gardens from a grant in collaboration with Fresh Start Food Gardens, Lowell General Hospital/ Circle Health and WPS. Students will be involved with planting, watering, and harvesting. The goal is to promote healthy eating and give students a taste for vegetables fresh from the garden.

Move-Up Day: The schools also worked together to create a District-Wide Move-Up Day to welcome incoming students to the buildings. The students enjoyed meeting other students, participating in transition activities and enjoying lunch at their new schools.

STEM Fair: The theme for the 2016 STEM Fair was Innovation. Third, fourth, and fifth graders participated in a school-based fair at the Abbot, Crisafulli, and Day Schools. Following the scientific method students asked questions such as "What makes bubbles stronger?" and "What battery lasts the longest?" Other students followed the steps of the engineering process when designing everything from hovercraft to robots that can navigate mazes. The projects were truly spectacular and celebrated the innovation of our young scientists and engineers.

John A. Crisafulli School

Fresh Start Gardens: The Crisafulli school worked with Fresh Start Gardens to bring a raised bed to the grounds with school funds to JAC and in March the school received two more raised bed gardens funded by Circle Health. In April, we held a JAC Garden Community Meeting. We kicked off the meeting by reading, *If You Plant a Seed* by Kadir Nelson, which tied in with our kindness theme. We celebrated the opening of our gardens by heading outside to plant spinach seeds in one of our raised beds. We have three raised bed gardens to cultivate outside of our cafeteria. These gardens have produced tasty vegetables that will be highlighted on the menu in the JAC cafeteria. A new crop will be planted late summer so we can enjoy another harvest in the fall.

JMBHF Kindness Presentation: Kate Middlemiss, president and co-founder of The Joseph Middlemiss Big Heart Foundation, spoke to our students about the power of kindness and acceptance. ("Accepting of others" is the "A" in our PAWS for Peace.) The presentation highlighted the book *Each Kindness* by Jacqueline Woodson. The presentation took the students on a "kindness journey," focusing on the theme of how one act of kindness has the power to change lives. It also touched upon the idea that kindness can be chosen over anger and resentment when upsetting or disappointing things happen to us. Toward the end of the presentation, Mrs. Middlemiss talked about the Buddy Bench that was received last year, as a gift from the Grade 5 class and from the foundation. The students were provided a history of the bench and its background kindness story. A first grader named Christian, from Pennsylvania, started the Buddy Bench mission.

At the end of the presentation, Mrs. Middlemiss challenged the kids to choose kindness in their daily lives and asked them to utilize the Buddy Bench as one tool. The presentation ended with a playing of the song, "Nothing More," by The Alternate Routes. Mrs. Middlemiss reminded them of the key phrase in the song: "We are how we treat each other and nothing more." Before she left, Mrs. Middlemiss also provided the school with a bag full of new books all focused around the theme of kindness.

Professional Development-ELL Study Group: A study group was created to provide professional development points to meet the new Massachusetts regulations for teachers who work with English Language Learners (ELL). The study group incorporated videos and discussions of ways to strengthen instruction and better support the academic achievement of ELLs. The study group provided an overview of educational methods and the state's three overarching goals.

The study group viewed webinars utilizing the website Simplek12, discussed diversity, cultural and social aspects of teaching ELLs, reviewed techniques to help with the acquisition of new vocabulary and reviewed a variety of methods in teaching academic comprehension in reading, writing, math, content areas. The outcome of the study group was an electronic binder of lessons that can be used during instruction to meet the needs of all learners, including ELLs within the general education classroom.

Professional Development-Mindfulness Study Group: The objective of the group is to provide staff with skills and strategies to maintain a healthy wellbeing in order to provide students with an optimal learning experience. This group addresses two of the district's core values within the District Strategic Plan. Core Value Number 3: Ensuring Safety and Well-Being is committed to physical safety and health of staff and students. This study group will help recognize the importance of psychological and emotional health and well-being. Strategic Object Number 4: Student Support Initiative #1, focuses on the physical and social wellbeing of staff. The hope is that the group will learn effective ways to maintain a healthy wellbeing, which can provide all with a positive work and learning environment.

JAC PTO Family Festival: On Friday, May 20, we started our weekend with the JAC PTO Family Festival. It was a fantastic community event that brought many families out to JAC. Everyone enjoyed pizza, the cake walk rooms, the movie room, games in the gym, arts & crafts and face painting in the Art Room. The excitement rose when we announced the silent auction and raffle items at 7:30 PM. Overall, it was a fun night with lots of smiles and laughter. The money will be used to purchase technology, fund the PTO AEP Programs and other educational resources.

Norman E. Day School

Facility Enhancements: The Day School community returned to school in August of 2015 with brand new windows and exterior doors. The window and door project is the beginning of the facility enhancements that have begun to take shape at the Day School. This past school year, a committee was convened to discuss the changes necessary to make the playground accessible to all students. Inside the building, two bathrooms will be upgraded for handicapped accessibility. Plans are also underway to convert the courtyard into a learning space.

School Ranking: SchoolDigger.com ranked the Norman E. Day School number 10 in Massachusetts based on average standard scores across grades 3-5. Of course, our vibrant school community is more than just a number! During the 2015-16 school year, the Day School continued to offer many enrichment opportunities including Ski Club, Math Club, Student Senate, Newspaper Club, Fifth Grade Play, Book Club, Chess Club, and STEM Fair Club. 106 students participated in the STEM Fair hosted in March. Fifth Grade students shined on stage in a performance of "At the Bandstand" in May.

Mathematics Initiative: During the 2015-2016 school year, the Day School piloted DIBELS progress monitoring for mathematics interventions. Later in the school year, Mathematics Curriculum Coordinator Mary O'Gorman created assessments keyed to each content strand for use during interventions. Mathematics interventionists used this data to inform ongoing instruction and to make determinations about continued support.

Halloween Party: The Day School and Rita Edwards Miller School parents collaborate in a Halloween Party, as described in the Miller School's town report.

Think-a-Head Program: Students attended a safety presentation, Think Ahead, in March in recognition of Brain Injury Awareness month, as described in the Miller School's town report.

Fundraisers: The Day School Student Senate sponsored a bake sale to support the No Kid Hungry Campaign for the Share our Strength organization. The Senate raised over $1200 to support low-income students in need of healthy breakfasts and nutritious summer meals. In addition, the Day School collected over 2,700 non-perishable items for the Westford Food Pantry. This was the largest single donation to the pantry.

Blended Learning: Assistant Principal Chris Sardella is enrolled in a Blended Learning course offered through Mass Cue and the Friday Institute. A Blended Learning Focus Group has been formed to define how Blended Learning opportunities can be offered at the Day School for FY17. At the Day School, teachers have begun to implement project-based learning and have utilized Google Classroom to facilitate a blended learning approach. Next year, third grade teachers will be using adaptive software during their mathematics workshop (See learning grant below.) As part of the blended learning initiative, Day School Principal Kevin Regan will facilitate an Innovation Team in the fall of 2016.

Learning Grant: Third grade teachers Andrea Cajolet, Sarah Rebilas, Nicole Keefe, Lisa Gonsalves, Amy Perkins, Jody Anderson and Digital Learning Specialist Marianne Butterline were awarded a Westford Education Foundation grant in May 2016. The grant supports blending learning through the purchase of iPads for use during the mathematics workshop. Students will have personalized learning opportunities through the use of adaptive software in one of the workshop stations. It will be a key component for assessing and meeting student needs during the mathematics block. Other stations will include independent work and cooperative learning games. The station model will allow the classroom teacher to implement differentiated learning opportunities during guided mathematics instruction.

Zones of Regulation Workshop: In May, Occupational Therapist Coleen Noble and Guidance Counselor Trish Sampson hosted a faculty workshop about self-regulation, why it is important, and skills that can be directly taught. The presentation provided an overview of the Alert Program, which is based on the principles of sensory integration, and the Zones of Regulation. The presentation provided many helpful strategies and tools teachers can use to support students in regulating their emotions and behavior.

Research Blocks: In June, Digital Learning Specialist Marianne Butterline and School Librarian Laurie Taylor-Teran met with classroom teachers to plan technology enhanced research blocks for the 2016-2017 school year. Teachers will have the opportunity to work with specialists to co-plan and co-assess research projects keyed to content standards.

Abbot School

Communication: This year, the Abbot School staff increased its communication with families and the community via an increased presence on social media. Utilizing a new Facebook page (https://www.facebook.com/AbbotElementary/) and Twitter handle (@AbbotElementary), the Abbot School staff was able to share real-time information, pictures, and video focused on the amazing teaching and learning that takes place within the school each and every day.

Cynthia Lord Visit: On October 8, 2015, award-winning children's author Cynthia Lord paid a special visit to Mrs. Freeman's fifth grade classroom. Mrs. Freeman and her students read Ms. Lord's Newbery Honor book, Rules, over the summer, and utilized the book throughout the year to spark various classroom discussions.

The students were so excited to welcome Cynthia to their classroom. They were very respectful, and asked many wonderful questions about Cynthia's books and the writing process. Cynthia commented on the many wonderful connections the students had made to her story. She was very impressed with their detailed and thoughtful questions. After answering questions, Cynthia showed the students different versions of Rules that had been published in countries around the world, some that had been retitled. It was so interesting to see!

Cynthia signed the students' books, and also gave the classroom three of her other wonderful books! It was a great visit. We feel so fortunate that Cynthia took time out of her busy schedule to visit a classroom in our school.

The Joseph Middlemiss Big Heart Foundation Kindness Presentation: On October 30, 2015, Kate Middlemiss, president and co-founder of The Joseph Middlemiss Big Heart Foundation, spoke to the Abbot students and staff about the power of kindness and acceptance. The presentation highlighted the powerful book Each Kindness by Jacqueline Woodson

The presentation took the students on a "kindness journey," focusing on the theme of how one act of kindness can have a "ripple effect," and has the power to change many lives. The presentation also touched upon the idea that kindness can be chosen over anger and resentment when upsetting or disappointing things happen to us.

Toward the end of the presentation, Mrs. Middlemiss surprised the students and staff with the gift of a Buddy Bench for the Abbot School. In the Halloween spirit, the new Buddy Bench was unveiled by school pet, Buttons (dressed as Snow White), and staff members dressed as the Seven Dwarfs. The students were provided a history of the bench and its background kindness story. The Buddy Bench mission was started by a first grader named Christian!

At the end of the presentation, Mrs. Middlemiss challenged the students to "choose kindness" in their daily lives, and asked them to utilize the Buddy Bench as one tool to do so. The presentation ended with a playing of the song, "Nothing More" by The Alternate Routes. Mrs. Middlemiss reminded them of the key phrase in the song: "We are how we treat each other and nothing more." Before she left, Mrs. Middlemiss also

provided the school with a bag full of new books all focused around the theme of kindness.

Abbot School Dance: On Friday, March 18, the school hosted one of the most exciting events of the school year, the Abbot School Dance. The sense of community and fun was rocking as Abbot families came together for dancing, games, pictures, snacks, and gadgets aglow in the gym. Students made parents and staff proud by modeling exemplary behavior while having an absolute blast! Mrs. Huntley's favorite moments ranged from seeing smiles and hugs for special guest, Mrs. DuBois, pumping fists in the pit in front of the stage, to feeling true admiration for the children who helped with cleanup. It was incredibly rewarding to hear children thanking parents and staff as they left to go home. Oh what a night! The high expectations for a wonderful evening were surpassed and everyone is already looking forward to next year's rockin' celebration.

Nabnasset-Abbot Sister School "Family Literacy Night": In an effort to connect our sister-school communities, staff members from both the Nabnasset School and the Abbot School worked together to create a family literacy project. Tying in a key component of each school's code of conduct, the staff focused the literacy project around the book, The Hundred Dresses, by Eleanor Estes. This piece of literature was first published in 1944 and was a Newbery Honor book in 1945. The story is about Wanda, a new girl at school with a "funny" last name, who claims to own 100 dresses. But, yet, Wanda wears the same faded blue dress day after day.

Families of the two schools read the book aloud together – at home- during March. Then, on Thursday, March 31, 2016, staff members from the Nabnasset and Abbot Schools hosted a culminating sister school activity, a Family Literacy Night, at the Abbot School. The Family Literacy Night consisted of book discussion groups as well as a variety of culminating activities that related to the story. It was wonderful to have hundreds of families from both schools attend this special night celebrating reading and discussing a class book with a timeless message.

Abbot School Play: On April 8 and 9, 2016, over 100 Abbot students took the stage as the cast and crew for three sensational performances of the school play, "Return to Oz." There was a great deal of hard work, dedication, and teamwork that went into this amazing production. We are so proud of and thankful for all the students, staff, and families who helped to bring this incredible show to the Abbot School stage. Abbot School has certainly "got talent!"

Abbot School & Dave McGillivray Children's Book Project: In November 2015, Boston Marathon Race Director Dave McGillivray visited the Abbot School and gave a motivational talk to all students and staff members. Mr. McGillivray spoke about his time growing up, always being picked last on the playground and cut from teams due to his small stature. He dreamed of being a professional athlete—an almost impossible goal since he grew to be only 5'4". He described his first failed attempt at running the Boston Marathon when he was 17 and, finally, his ultimate success in running and in life -and all the things he learned along the way.

The entire Abbot School community was powerfully moved by Mr. McGillivray's story. As a result, students and staff members alike wanted to find a way to continue their work and relationship with Dave. And they found an incredible way to work together! Dave, reading teacher Nancy Feehrer, Principal Kathy Huntley, Assistant Principal Scott Middlemiss, all teachers and staff, and 392 third, fourth and fifth grader decided to work together to write and illustrate a children's picture book about Dave's inspiring life. After the students finished and submitted their work, their ideas, words, and illustration suggestions were incorporated into the manuscript.

In February 2016, Dave McGillivray, Scott Middlemiss and Nan Feehrer met with author/illustrator Peter Reynolds about this school-wide book project. (Mr. Reynolds illustrated the Judy Moody series, and has written and illustrated many more award-winning books including, The Dot, Ish, and Sky Color.) Peter graciously offered to pass the manuscript on to his literary agent.

On June 15, 2016, the Abbot School held a Publishing Day Extravaganza to celebrate this once-in-a-lifetime book project. Dave McGillivray organized and directed "mini-marathons" with each grade level, in which, upon finishing, all students received a special medal that was designed by Ashworth Awards. Award-winning author Paul Reynolds spoke to the school community about "creating bravely." Illustrators John Breen, Vicky Enright, and Liam Murphy taught the students simple illustration techniques. Experts from FableVision and The Reynolds Center talked to the students about continuing their publishing careers with Hutch Magazine and My Awesome Publishing Company virtual writing program. Authors David Brody and Christie Guthrie described their research and writing. And Leeny Del Seamonds finished the day with her masterful storytelling. It was certainly a memorable, exciting day for all of the student authors and illustrators at the Abbot School.

Student Council: This year, we introduced the formation of an Abbot Student Council. This council gave students a voice and an opportunity to be central to leadership, spirit, and service-related activities at the Abbot School. It allowed our children to voice their opinions and perspective on living and learning at Abbot, and put them at the heart of many school initiatives and various school-wide endeavors. There is much evidence that supports the belief that active involvement in the school has a positive impact on our students and school community.

Blanchard & Stony Brook Middle Schools

Cristopher Chew
Principal, Stony Brook

Richard McElhinney
Asst. Principal, Stony Brook

Timothy Hislop
Principal, Blanchard

Carolyn Jerzylo
Asst. Principal, Blanchard

Westford Public Schools includes two of the top performing middle schools in the state of Massachusetts. The Blanchard and Stony Brook Schools are committed to providing students with a rich educational experience designed to support the unique needs of young adolescents. Both schools have received very high rankings in regard to their student achievement based on state performance assessments. Consistent with best practices in middle school, Westford's students are organized into interdisciplinary teams in grades six, seven, and eight. The team creates a smaller community within the school where students are well known by multiple adults. Educator collaboration is at the heart of the Westford middle school model, as teachers meet regularly to plan instruction, interventions, and team activities to build spirit and community.

Teachers continue to implement the Common Core State Standards and Westford curriculum benchmarks. The teaching teams provide academic instruction in English Language Arts, social studies, mathematics, and science. Additionally, seventh and eighth graders may also take one of four foreign languages offered: Spanish, French, German, or Latin. Sixth graders rotate through a quarter of each language during a Foreign Language Exploratory or FLEX program. Integrated Arts courses provide additional experiential, hands-on activities in the areas of physical education, art, engineering, health, music/theatre, and GRT (Guidance, Research, Technology). Opportunities to participate in ensemble groups, including band, orchestra, and chorus, are also integrated into the rotation. Student supports are in place for any individual requiring additional assistance with academics, including reading and math intervention and academic coaching. During a daily advisory block, students are able to receive individual or small group assistance, access school resources such as the library and labs, collaborate on projects, or participate in team activities.

A great deal of collaboration took place in the 2015-2016 school year allowing the middle schools to work closely together in developing goals with their respective School Advisory Councils. Each goal included in the School Improvement Plans had school-specific language and elements all while addressing district goals and connecting both middle schools in unified areas of focus. During the 2015-2016 school year, the schools worked together to form a Westford Middle School Scheduling Committee to conduct a comprehensive evaluation of the schedules. This collaboration reaffirmed a shared commitment to cohesive and consistent programming that supports students in their academic and personal growth. Faculty from both buildings also continued to meet monthly as content area departments to develop curriculum and assessments or participate in professional development.

The middle schools partnered with many local organizations throughout the year. Fresh Start Food Gardens worked with students to install vegetable gardens that will provide organic greens for school lunches. In the spring, Sustainable Westford also initiated a school lunch composting program. Presentations from the Massachusetts Aggression Reduction Center, Massachusetts Brain Injury Association, and the Children's Melanoma Prevention Foundation supplemented the health and wellness curriculum. To enhance the

learning, students also went on field trips to the Museum of Science, the North Shore Music Theatre, and Washington, D.C., to name a few. These trips provided opportunities for critical thinking, historical and cultural contexts, as well as exposure to new experiences.

School-to-home partnership is a major focus for both schools, and multiple means of communication were implemented to allow families to stay informed in the manner most convenient for them. Weekly newsletters were sent out from the principals via email subscription and also posted on school websites. Social media such as blogs and Twitter were also linked to the schools' webpages to share news, pictures, and curricular updates.

During the 2015-2016 school year, the middle school students and staff were once again able to benefit from the strong support provided by the Westford Middle School PTO. The No Fuss Fundraiser brought arts and enrichment programming to all grade levels including Pyramids and Pharaohs, Shakespeare Now!, Mythmasters, MIT Lincoln Labs Liquid Nitrogen and a visit from acclaimed author Jack Gantos. In addition, the PTO organized staff appreciation luncheons, a Blanchard vs. Stony Brook basketball game, and the eighth grade celebration dance.

Lloyd G. Blanchard Middle School
The Blanchard School celebrated many academic and extracurricular achievements during the 2015-2016 school year. Blanchard welcomed the new leadership team of Timothy Hislop and Carolyn Jerzylo along with several new staff members.

The 2015-2016 Blanchard School Improvement Plan goals focused on three major areas: a collaborative review of middle school scheduling, integration of student-centered digital learning tools, and the wellbeing of the whole child. The Blanchard School Advisory Council was co-chaired by Tim Hislop and parent representative Ana Marie Saberi. Parent membership also included Lynn McEwan and Jill Atkins. Sandra Habe served as community representative, and Katherine Dawson and Jennifer Lawton served as educator representatives. This year, the council also welcomed a student representative, eighth grader Drew Lefebvre.

Administration hosted a series of coffee talks to welcome parents into the school to discuss topics relevant to middle school parenting including: adolescent stress and anxiety, teen technology safety and the law, and concussion. A special thank you to many local experts for presenting at these events, including: Westford Police Department Detectives Nicolette and Pavao; Dr. James Sheehy, Pediatrics West; Melissa Moreau, School Psychologist; Jodie Voutselas, Social Worker; and Charity MacDonald, RN.

Faculty professional development focused on integrating educational technology to make learning student-centered. Several Blanchard teachers led trainings to share applications of various digital learning strategies and tools. Mobile devices such as Chromebooks and Ipads were used in conjunction with web-based tools such as Google to make student learning personal, engaging, and collaborative. In the fall, Blanchard sixth graders enjoyed participating in a global technology event called the Hour of Code, which sparked interest in computer programming.

Blanchard & Stony Brook Middle Schools

—Continued

In the third and final phase of transformation, the school library, known as the learning commons, received state-of-the-art audio and visual upgrades. The library collection was also enhanced with the addition of over 300 new young adult titles. The technical education shop also received upgrades in its transition to a modern STEM lab, where students in the updated Engineering course worked together to creatively solve real world problems. Renovations to the Rajiv Paluri Memorial Courtyard, supported by a generous donation from the Geraghty family and parent volunteers, were initiated in June of 2016. The courtyard will soon offer a bright, welcoming, and student-friendly outdoor learning space at the heart of the school.

Blanchard offered 25 well-attended extracurricular and athletic opportunities to students during the 2015-2016 school year. Faculty members advised all of the after-school activities, which appealed to a variety of student interests including yoga, chess, computers, languages, arts, and many more. The Blanchard Messenger, featuring original writing and artwork, was published by students each trimester. The Outdoor Adventure Club went ice fishing and hiked local trails. Fitness Club was also a big hit, offering students additional access to the new exercise equipment and technology added to the fitness center. The National Geographic Bee, National History Day, and math teams competed at the regional and state levels.

Blanchard students also received a number of accolades for performances on stage. Sixteen Blanchard instrumental and vocal students were selected to perform at the highly competitive Eastern District Music Festival. Students also represented Blanchard at the All-State Treble Chorus. The award-winning Blanchard Theatre Arts performed Seussical the Musical to sold out audiences and hosted the annual student talent show Blanchard's Got Talent. Six theatre students received All-Star Company Awards for Acting in the their production of Shuddersome: Tales of Poe, which won a gold medal at the METG festival.

Students at Blanchard demonstrated a strong commitment to serving their school and local communities. The Blanchard Peer Leaders led A Cause for Paws to benefit the Humane Society and organized collections for the Lowell Wish Project's Blanket the Valley drive and Westford Food Pantry. Student Council organized a t-shirt contest, field day, and several spirit days. They also partnered with the local charity For the Love of Erika to lead the school's holiday toy drive, providing the non-profit organization's largest donation of the year.

Over the course of the year, the Blanchard Honored Citizens program recognized individual students for exceptional contributions to their classrooms, teams and school. In special assemblies, teachers shared how these individuals exemplified Blanchard's core values of Respect, Opportunity, Cooperation, Kindness, and Service. On June 17, 2016, a Middle School Completion and Achievement Ceremony was held to celebrate the eighth grade class in their transition to high school and honor individual students for outstanding effort and achievement in each subject area. Many students received Gold and Silver Presidential Awards for High Honors and Honor Roll. Individuals were also recognized for exceptional leadership as well as placement on National Latin, French, and German Exams. We take tremendous pride in the hard work and achievements of the Blanchard community.

Blanchard & Stony Brook Middle Schools

— Continued

Stony Brook School

The Stony Brook School continued to have many reasons to celebrate throughout the 2015-2016.

The 2015-2016 Stony Brook School Improvement Plan goals focused on three major areas: a collaborative review of middle school scheduling, integration of student-centered digital learning tools, and the wellbeing of the whole child. The Stony Brook School Advisory Council was co-chaired by Dr. Christopher Chew and parent representative Denise Seyffert. Parent membership also included Marci Barnes, R. Gary Cutbill and Patrick McGinn. Al Duffett served as our Stony Brook community representative, and Julie Ewing served as the teacher representative.

Service has continued to be a major a focus for the Stony Brook community throughout the 2015-2016 school year. Our Service Learning club expanded their work by collaborating with the Fresh Start Food Gardens to install new garden beds to expand our growing area in the back of the school. Additionally, the club organized a campaign to educate the Stony Brook Community on issues around homelessness. Members of the club created presentations for their grade level advisories and encouraged students to get involved with an "I Care" drive creating packages of personal care items that could be donated in order to make a difference. The Service Learning Club also spent multiple afternoons and organized a school-wide effort creating holiday cards for the local heroes of Westford, Fire, Police and EMT"s.

In the spring, the first Westford in Tune concert was developed by Project 351 Ambassador Emily Blagg and a number of other Stony Brook students. Project 351 is a youth service non-profit organization inspired by the vision of a Commonwealth united in common purpose and bound by shared values of kindness and compassion. Each year, new Class of Ambassadors is selected by hometown educators for an exemplary ethic of service and the values of kindness, compassion, humility, and gratitude. Stony Brook and Blanchard take turns nominating a participant as only one 8th grader from each of the 351 towns is invited to participate in this year-long service and leadership program. As part of her local service, Emily organized the event as a local talent show and recruited students and faculty from both middle schools to participate in a spirited evening of entertainment. Rather than focusing on raising money, the participants and audience members were asked to donate gently used clothing as admission to the event which followed a school-wide clothing drive in support of Cradles to Crayons, one of the non-profit organizations being supported by Project 351 this year.

The Girls on the Run club is in its second year and continues to gain traction. The curriculum is designed to address challenges and obstacles that can affect middle-school girls emotional and physical well-being. They are addressed by empowering them to make thoughtful and healthy decisions. Girls are encouraged to examine and gain a better understanding of who they are and what is important to them. Once they have a deeper awareness of their individual values, we look at the role of teams and healthy relationships. Lastly, the girls explore how they can positively connect with and shape the world. Girls on the Run is a non-profit organization that inspires girls to be joyful, healthy and confident using a fun, experience-based curriculum which creatively integrates running. This 12-week program combines training for a 5K running event

with lesson plans designed to promote positive choices and an active lifestyle.

Our Peer Advisors continued to provide another successful year of service to our school. We received wonderful feedback from parents and students regarding the Peer Advisors work guiding tours for incoming families throughout the year. Additionally, Peer Advisors worked closely with 6th grade teams throughout the year as role models for our younger students. In the spring, seventh and eighth grade Peer Advisors participated in a leadership summit sponsored by The StandUp to Bullying organization. An immediate take-away from the event was a week of Unity activities created by the Peer Advisors in which the entire school was invited to participate.

Students have continued to receive positive feedback through opportunities with the performing arts. Eleven students were selected to participate in the highly competitive Massachusetts Music Educators Association Eastern District Festival. Stony Brook Theater Arts produced two wonderful productions this year. In the fall, their musical production of "Thoroughly Modern Millie, Jr." performed to full houses with over 65 students participating in the show. During the spring, 47 students collaborated to present "The Beauty and the Bee" as the Stony Brook entry in the METG Middle School One-Act festival.

The Stony Brook math program continues to produce solid results in the extracurricular math competitions. Three different organizations met during the year: AMC Math, MathCounts, and the Stony Brook Math Team. The AMC math club produced ten Stony Brook students scoring in the top 5% on the National Exam with one of those students placing in the top 1% nationally. Twenty students participated in the school round of the MathCounts competition with ten students advancing to represent Stony Brook in the chapter round. The top four scorers collaborated during the team competition while the other six students participated in the individual competitions. The Stony Brook MathCounts team competed against 17 other teams in the chapter competition and placed 6th overall and advanced to the 2016 Massachusetts MathCounts State Competition. The Stony Brook Math Team continued to perform well in all of their competitions and was honored to host some of the events for the Euclidean Division of the Intermediate Math League of Eastern Massachusetts.

Throughout the year, Citizenship Awards were presented to over 50 Stony Brook students for their efforts and positive contributions that they made to their teams and classes. Students were recognized for consistently exemplifying the Stony Brook core values of Perseverance, Respect, Integrity, Dedication, and Excellence (P.R.I.D.E.). Our eighth grade award assembly held at the end of the year included 83 students being recognized as receiving a Gold Presidential Academic Award for maintaining high honors throughout the year and 84 students receiving the Silver Presidential Academic Award for maintaining at least honors for all three terms. In total, 167 of the 247 eighth graders maintained at least honors level grades during their last year of middle school, which speaks well for their work ethic and is consistent with the high performance Stony Brook students have achieved on state assessments and district benchmarks.

Grade 9-12 Westford Academy

James Antonelli
Principal
Betsy Murphy
Dean
Mike Parent
Dean
Robert Ware
Dean

Westford Academy continues to be one of the top performing high schools in the state of Massachusetts. Ninety-eight percent of the graduates attend two or four year colleges or universities. Students continue to perform admirably on the statewide MCAS Exam (Massachusetts Comprehensive Assessment System) as well as the SAT's and Advanced Placement Assessments. Over 700 students participated in taking one or more Advanced Placement Assessments in school year 2015 – 2016.

Westford Academy's Valedictorian was Michael James Colavita. Michael will be attending Harvard University in the fall of 2016. Michael's guidance counselor, Mrs. Karen Halloran, wrote the following regarding Michael, "Michael has delivered a consistently superior academic performance in a most demanding and challenging curriculum of all honor courses along with eight Advanced Placement courses." The class of 2016 Salutatorian was Alok Rajesh Puranik. Alok will be attending the Massachusetts Institute of Technology (M.I.T). Alok's guidance counselor, Tracy McLaughlin, wrote the following, Alok, "while he is admittedly a math/computer science student at heart, his ability to transfer his thinking skills from technical subjects to the humanities was inspiring." Both Michael and Alok demonstrated academic excellence in the classroom as well as other interest beyond the classroom. All of us at Westford Academy wish them good luck in their future endeavors.

This year's graduation speaker, Mr. Maia Cataldo, spoke eloquently about the class of 2016 citing "memories are the things we hold on to. It won't be that grade you earned on a test, your class ranking, or your G.P.A. It will be the details and experiences that crystalize without our even knowing it."

The Westford Academy Trustees continue to support graduating seniors by providing over $120,000 in scholarships each spring. In addition to these scholarships, the Trustees provide books for our National Honor Society graduating seniors, Academic Excellence awards at graduation, as well as class Most Worthy Representative Awards. This year's recipients were the following:

Freshmen Class of 2019: Cameron Ditto and Julianne Lee

Sophomore Class of 2018: Isaac Knight and Elizabeth Arnold

Junior Class of 2017: Max McGinty and Camille Desrochers

Senior Class of 2016: Gregory Szypko and Hannah Rosenstein

This years graduating class was known to be humble and kind. My remarks as principal cited "brilliant academic minds, talented musicians, actors, actresses, and artists as well as student athletes that perform admirably making Westford Academy one of the finest high schools in the state." Class President Olivia Antonelli closed the ceremony saying, "I think it is safe to say that our time here at W.A. and Westford as a whole has provided us with the energy and confidence that we need to take on the day… We've developed into young adults, full of passion, intelligence and confidence."

Grade 9-12 Westford Academy — Continued

Westford Academy is described as a well-rounded institution. The high school boasts 33 varsity Division I athletic teams, over 70 co-curricular clubs for student engagement beyond the classroom and a marching band with over 100 members. The Theater Arts Department has won seven of the last eight state championships through the Massachusetts State Theater Guild, and students from our Fine Arts Department have earned recognition from the Boston Globe by earning Gold and Silver Key Awards. We continue to encourage our student body to be actively engaged with community service within Westford and beyond as we hope to create well-rounded citizens.

Tax Collector – Treasurer

Christine Collins
Town Collector / Treasurer

Peggy Halborsen
Assistant Tax Collector

Pat Studer
Assistant Treasurer

Sheila Finegan
Administrative Assistant

How's Business?
Tax collections are very strong in Westford. The collection rate held steady at 99%. There are four tax lien properties being processed for foreclosure in Land Court at this time. The Town foreclosed on 12 North Main and two of the adjoining parcels in FY16. A task force was appointed to evaluate potential reuse scenarios for the property.

Debt payments are made out of CPA funds, Water Enterprise funds, General Fund appropriation, and Debt Exclusion. Debt exclusions accounted for a little more than $3.1 million raised, and contributed to 72¢ on the tax rate in FY16 after offsets. The new fire station debt will be excluded. It is estimated that annual debt service on the $11,700,000 fire station bond will add 20¢ to the tax rate for 20 years.

The town issued Bond Anticipation Notes during FY16 for the following capital projects:

Description	Amt. Borrowed	Project Status
Dispatch Center	$ 75,000	Started
Intersection Planning Work	$200,000	Started
Storm Water Master Plan	$250,000	Started
Day & Robinson School Windows	$3,000,000	Started
Water System Improvements Pleasant St.	$500,000	Completed
Water System Improvements Graniteville	$400,000	Completed

The Day and Robinson window project will be completed during FY17. Grant funding from MSBA is expected to cover a portion of the costs. Once the work is completed bonds will be issued. The final portion will be bonded after the MSBA audit is completed. The debt service for this project, the dispatch center, the intersection planning work, and the storm water master plan will be covered under the tax levy as part of the General Fund appropriation. The water system improvements will be paid out of Water Enterprise funds.

The Annual Town Meeting in March 2016 authorized $1,895,000 to reconstruct Main Street and $510,725 for sidewalks on Plain Road. The work for these projects is expected to begin in FY17.

The Tax Collector-Treasurer's office is now using City Hall Systems for our online bill pay provider. Users who set up an account with City Hall gain access to emailed delivery of their tax bills. This is also known as E-billing. You can help us GO GREEN by signing up today at epay.cityhallsystems.com

Tax bills can be looked up on the town's website, www.westfordma.gov. Look for the Online Services option off the main menu and then select "Pay and Look Up Bills."

Phone number: 978-692-5506 Hours: 8am to 4pm Monday through Friday.

Town Collector-Treasurer, Christine Collins can be reached at 978-399-2526 or by email ccollins@westfordma.gov.

TAX COLLECTOR — TREASURER — CONTINUED

YEAR	7/1/2015					Deferred & Tax Title	6/30/2016	
	Balance	Commitments	Abatements	Refunds	Collections		ADJ	Balance
REAL ESTATE								
2016	-	68,731,465	(264,087)	154,220	(68,035,131)	(147,140)	74	439,401
2015	544,253		(48,577)	56,622	(495,162)	(31,162)	0	25,974
2014	9,309			9,035	(18,352)		8	-
2013	905				(905)			-
TOTAL	554,467	68,731,465	(312,664)	219,877	(68,549,550)	(178,302)	82	465,375
EXCISE								
2016	-	3,145,888	(48,835)	28,483	(2,967,066)		21	158,491
2015	114,101	326,635	(25,734)	21,987	(414,929)	-	10	22,069
2014	23,997	-	(1,685)	1,685	(10,106)	-	-	13,891
2013	8,913		(213)	213	(1,608)	-	-	7,305
2012	6,900	89	(78)	-	(629)	-	-	6,282
2011	7,270	-	-	-	(164)	-	-	7,106
TOTAL	161,181	3,472,612	(76,545)	52,367	(3,394,503)	-	31	215,143
PERSONAL PROPERTY								
2016		1,707,147	(41,842)	48,504	(1,646,645)		31	67,195
2015	42,697		(5,937)		(31,520)	-	-	5,240
2014	8,742		(5,115)		(1,589)	-	-	2,038
2013	6,647		(4,685)		(692)	-	-	1,270
2012	4,320		(3,283)		(420)	-	-	617
Prior	192							192
TOTAL	62,598	1,707,147	(60,863)	48,504	(1,680,866)	-	31	76,552
COMMUNITY PRESERVATION ACT								
2016		1,668,188	(22,810)	7,567	(1,638,579)	(3,105)	(73)	11,188
2015	14,256		(1,457)	1,538	(12,897)	(675)		765
2014	318				(318)			-
TOTAL	14,574	1,668,188	(24,267)	9,105	(1,651,794)	(3,780)	(73)	11,953

TAX COLLECTOR – TREASURER – CONTINUED

Massachusetts Department of Revenue, Division of Local Services
Bureau of Accounts ~ Automated Statement of Indebtedness

Town of: Westford

FY2016

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2015	+ New Debt Issued	- Retirements	= Outstanding June 30, 2016	Interest Paid in FY2016
Buildings	8,955,000	0	940,000	8,015,000	257,625
Departmental Equipment	1,060,000	0	180,000	880,000	21,950
School Buildings	21,940,000	0	2,360,000	19,580,000	964,195
School - All Other	0	0	0	0	0
Sewer	380,000	0	100,000	280,000	7,600
Solid Waste	0	0	0	0	0
Other Inside	3,294,000	0	771,000	2,523,000	125,336
SUB - TOTAL Inside	35,629,000	0	4,351,000	31,278,000	1,376,706

Long Term Debt Outside the Debt Limit	Outstanding July 1, 2015	+ New Debt Issued	- Retirements	= Outstanding June 30, 2016	Interest Paid in FY2016
Airport	0			0	
Gas/Electric Utility	0			0	
Hospital	0			0	
School Buildings	6,735,000	0	1,395,000	5,340,000	271,700
Sewer	0			0	
Solid Waste	0			0	
Water	10,565,738	0	1,062,772	9,502,966	188,013
Other Outside	20,070	0	4,014	16,056	0
SUB - TOTAL Outside	17,320,808	0	2,461,786	14,859,022	459,713
TOTAL Long Term Debt	52,949,808	0	6,812,786	46,137,022	1,836,419

TAX COLLECTOR — TREASURER — CONTINUED

Short Term Debt	Outstanding July 1, 2015	+ Issued	- Retired	= Outstanding June 30, 2016	Interest Paid in FY2016
RANs - Revenue Anticipation				0	
BANs - Bond Anticipation:					
Buildings		75,000		75,000	0
School Buildings	2,200,000	800,000		3,000,000	10,994
Sewer	0			0	0
Water	1,060,000		160,000	900,000	5,251
Other BANs	290,000	160,000		450,000	2,080
SANs - State Grant Anticipation	0			0	
FANs - Federal Gr. Anticipation	0			0	
Other Short Term Debt	0			0	
TOTAL Short Term Debt	3,550,000	1,035,000	160,000	4,425,000	18,324
GRAND TOTAL All Debt	$56,499,808	$1,035,000	$6,972,786	$50,562,022	$1,854,743

Authorized and Unissued Debt

Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2015
Groton Rd Rte 40 Water Main	10/20/08	7	640,000	274,174	365,826
Nutting & Stepinsky Wells WPAT	07/30/09	1	2,500,000	1,920,424	579,576
Water System Improv 110	03/26/12	21	550,000	375,000	175,000
Fire Truck	03/23/13	16	544,000	544,000	0
Bleachers	03/23/13	16	550,000	550,000	0
School Boilers	03/23/13	16	180,000	106,484	73,516
Highway Design & Engineering	03/23/13	16	600,000	450,000	150,000
10 Wheel Dump Truck	03/23/13	16	195,792	195,792	0
School Remodeling	03/22/14	11	4,101,750	3,000,000	1,101,750
Water Bonds Pleasant St.	03/22/14	9	660,000	660,000	0
Water Bonds Graniteville	03/22/14	9	400,000	400,000	0
Dispatch Center	03/28/15	7	1,029,000	75,000	954,000
Center Fire Station	03/28/15	8	11,772,200	0	11,772,200
Plain Road Sidewalk	04/02/16	7	510,725	0	510,725
Reconstruct Main Street	04/02/16	7	1,895,000	0	1,895,000
					17,577,593
SUB - TOTAL from additional sheet(s)					$0.00
TOTAL Authorized and Unissued Debt					$17,577,593

TAX COLLECTOR — TREASURER — CONTINUED

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2015	+ New Debt Issued	- Retirements	= Outstanding June 30, 2016	Interest Paid in FY2016
Abbot Boiler #1	70,000	0	10,000	60,000	1,400
Abbot Elevator	360,000	0	45,000	315,000	7,200
Elementary School Construction	10,720,000	0	1,140,000	9,580,000	483,038
Middle School Construction	10,215,000	0	1,090,000	9,125,000	460,308
Highway Garage D&E Refunding	80,000	0	80,000	0	1,600
Highway Garage Construction	4,125,000		535,000	3,590,000	87,800
Senior Center	3,000,000	0	200,000	2,800,000	102,100
Town Hall CPC Share	747,500	0	53,400	694,100	28,245
Town Hall Gen Fund Share	1,002,500	0	71,600	930,900	37,880
School Boilers	80,000		20,000	60,000	1,800
Sewer Center Ext Refunding	380,000	0	100,000	280,000	7,600
East Boston Camps	2,845,000	0	680,000	2,165,000	108,965
Highway Garage A&E	150,000	0	50,000	100,000	6,000
Stepinski Land	299,000	0	41,000	258,000	10,371
Dump Truck	175,000		20,000	155,000	3,700
Fire Truck	490,000		55,000	435,000	10,350
Police Base Radio	140,000	0	20,000	120,000	2,800
Street Sweeper	120,000	0	40,000	80,000	2,400
Ambulance 2013	135,000	0	45,000	90,000	2,700
WA Bleachers	495,000		55,000	440,000	10,450
TOTAL	35,629,000	0	4,351,000	31,278,000	1,376,706

TAX COLLECTOR — TREASURER — CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2015	+ New Debt Issued	- Retirements	= Outstanding June 30, 2016	Interest Paid in FY2016
Academy Refunding 1	6,735,000	0	1,395,000	5,340,000	271,700
Academy Refunding 2	0	0	0	0	0
Byrne Ave Water	251,000	0	34,000	217,000	8,723
Contract 1 Water Share	60,912	0	3,264	57,648	1,186
Contract 1 Gen Fund Share	637,730	0	34,169	603,561	12,413
Contract 2 Water	863,387	0	46,260	817,127	16,805
Country Rd Well	300,000	0	100,000	200,000	9,800
Filtration Plant 2	5,525,000	0	615,000	4,910,000	78,247
Filtration Plant 1	855,000	0	130,000	725,000	11,523
Rte 40 Water Main Revised	187,709	0	10,080	177,630	3,653
Water Sys Imprv Art 21 3/12	505,000	0	25,000	480,000	12,225
Water Sys Imprv Art 7 10/11	1,380,000	0	65,000	1,315,000	33,438
Title Five	20,070	0	4,014	16,056	0
TOTAL	17,320,808	0	2,461,786	14,859,022	459,713

Short Term Debt Report by Issuance	Outstanding July 1, 2015	+ Issued	- Retired	= Outstanding June 30, 2016	Interest Paid in FY2016
Municipal Purpose Loan	250,000.00	0.00	250,000.00	0.00	1,714.93
Municipal Purpose Loan	3,300,000.00	0.00	3,300,000.00	0.00	16,408.33
Municipal Purpose Loan	0.00	250,000.00	250,000.00	0.00	364.58
Municipal Purpose Loan	0.00	4,425,000.00		4,425,000.00	
TOTAL	3,550,000.00	4,675,000.00	3,800,000.00	4,425,000.00	18,487.84

Tax Posssession Sales Committee

The role of the Tax Possession Sales Committee (TPSC) is to provide care, custody, and control of all land acquired by the Town of Westford under the provisions of Massachusetts General Laws chapter 60 (Collection of Taxes). The land in the custody of the TPSC is normally acquired by foreclosure in Land Court for nonpayment of taxes. The TPSC may sell and convey such land at public or private sale on terms and conditions as said Committee shall determine. The TPSC is committed to conduct business in an open and transparent manner with the best interest of the Town and its residents as its highest priority. The TPSC generally meets the third Thursday of each month at 5:30PM. Agendas and meeting locations are available on the town calendar.

The TPSC Rules and Procedures can be found at: westfordma.gov/372/Tax-Possession-Sale-Committee

Donald Costley
Chair

Paul Cully
Denali Delmar
David Earl
William Harman
Ernest Hyde
Rose O'Donnell
Paul Morris
Steve Sadowski

Staff Support
John Mangiaratti
Assistant Town Manager

Christine Collins
Tax Collector / Treasurer

Chris Coutu
GIS Coordinator

At the start of FY 2016, the TPSC had 17 parcels in its care and custody. The TPSC ended FY 2016 with eight parcels in its care a custody. A listing of inventory in the custody of the TPSC is available on the town website. The direct address is: www.westfordma.gov/812/Unofficial-Tax-Possession-List

At the TPSC meeting on September 17, 2015 the Committee voted to transfer care and custody of parcel 013 0082 0000 on Mark Vincent Drive to the care and custody of the Conservation Commission, subject to the vote of the 2016 Annual Town Meeting. The April 2, 2016 Annual Town Meeting approved this transfer.

Also at the September 17, 2015 meeting the TPSC voted to transfer care and custody of five parcels [050 0017 0000, 050 0018 0000, 050 019 0000, 050 0020 0000, and 050 0021 0000] on Lakeview Street to the care and custody of the Conservation Commission, subject to the vote of the 2016 Annual Town Meeting. The April 2, 2016 Annual Town Meeting approved this transfer.

On October 9, 2015 the TPSC acquired care and custody of three parcels [030 0069 0000, 030 0070 0000, and 030 0073 0000] at 12 North Main Street. On October 13, 2015 the TPSC voted to transfer care and custody of these three parcels to the Board of Selectmen. This transfer had been previously approved by the 2015 Annual Town Meeting.

Parcel 031 0051 0000 (0.24 acre) on Depot Street was acquired by the town in 1999. Since 1981, the owner of 1 Burbeck Way has used a portion of this parcel as a driveway and has groomed, planted flowers, cut, and otherwise maintained the land. Since this parcel provides access to the controls of the Stony Brook Dam and significant Water Department infrastructure, the TPSC granted an Easement to the owner of 1 Burbeck Way to allow the continued use of the land while the Town of Westford retains ownership. At the December 17, 2015 TPSC meeting the committee voted to transfer the care and custody of this parcel to the Board of Selectmen. The April 2, 2016 Annual

Tax Posssession Sales Committee – Continued

Town Meeting approved this transfer.

Also at the TPSC meeting on December 17, 2015 the committee voted to transfer care and custody of two parcels [040 0059 0000 and 040 0060 0000] on Keyes Road to the care and custody of the Conservation Commission, subject to the vote of the 2016 Annual Town Meeting. The April 2, 2016 Annual Town Meeting approved this transfer.

Tax Relief for the Elderly and Disabled T.R.E.A.D. Program

Christine Collins
Tax Collector / Treasurer

Diane L. Holmes
Board of Assessors

Sandy Collins
Nancy Cook
Patricia C. Reppucci

On November 16, 1998 the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund. Tax payers can make tax deductible donations to the TREAD fund at the Tax Collector's office. New this year, we are able to take electronic donations via our online bill pay service. Contact the Tax Collectors office for more information about how to give at 978/692-5506.

The purpose of the fund is to assist in defraying the real estate taxes of elderly, and disabled persons of low income. In Westford the program is administered through the Council on Aging.

Applications are reviewed by a committee appointed by the Town Manager. State law determines the make-up of the committee: the Tax Collector/Treasurer, a representative from the Board of Assessors plus three members at large. Donated funds are in the custody of the town and held in an interest-bearing account specifically designated for TREAD.

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. Donations received in FY16 totaled $12,375 and expenditures totaled $16,000. We were able to help 29 residents in varying amounts based upon their need.

Qualifications:

- Must own and occupy the property for which taxes are assessed.
- Must be 65 years old or older or have a state recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members age 18 or older.

This is a wonderful program and helps some of Westford's most vulnerable residents! Thank you to those who contributed to TREAD regularly last year. Your generosity makes a difference.

For more information about giving contact the Tax Collector's Office.
For more information about applying to receive a TREAD award, contact the Council on Aging.

TECHNOLOGY DEPARTMENT

Mike Wells
Director

Chris Coutu
Geographical Information Systems (GIS) Coordinator

Matt Emanouil
System Administrator

Tom Laflamme
Applications Manager

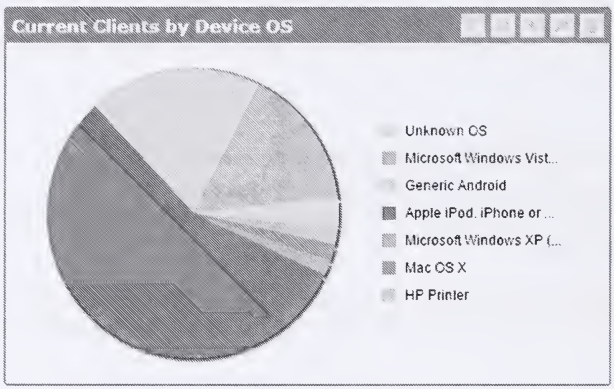
Kate Maguire
Operations Administrator

Kevin Murphy
Network Administrator

Fiscal year 2016 was another busy year for the department with work created by development of capabilities as well as responding to technology imperatives such as withdrawal of support for old equipment and software.

Infrastructure & Hardware

Once again it was the rapid growth in needs from the schools that drove much of the work on infrastructure this year. Steady growth in storage and mobile devices meant that we continually upgrade devices and circuit speeds over the year, as new constraints become apparent. We continue to operate a "two tier" policy for wi-fi in Westford Academy where we attempt to ensure a reliable service for curriculum devices, but also offer open access for student devices. Changes over this summer to support the One-to-World initiative will continue that process, with a dedicated internet connection for non-curriculum wi-fi users, and the introduction of a building-wide cellular booster network which will allow people to use their 4G/LTE devices throughout the building.



Core switches were upgraded in many of the other schools to allow improved speeds within the buildings, while work is underway to upgrade some of the key inter-building links as well.

Although mostly transparent to users we undertook some rationalization of our virtualized servers. This work is perilous, in that we are making changes to core services which are critical to users, but has little immediate benefit to those users. It does however improve the management and operations of our systems so needs to be undertaken.

We eliminated the last of the VDI devices that were in use in the schools, and shut down the servers. This initiative, started 5-6 years ago, was expensive but very unpopular in some areas. We have been working to progressively eliminate it, whilst trying to ensure we made the best use of the investment that we could.

The "end-of-life" phone system in the fire and police dispatch areas was removed, and its functions rolled into the existing VoIP phone system that serves the rest of the town buildings. This also prepares us for the forthcoming statewide 9-1-1 system upgrade.

TECHNOLOGY DEPARTMENT – CONTINUED

After negotiations for the cable TV contract were completed last year we were tasked with helping WestfordCAT migrate from their old cable-based network service to using the town's fiber network. New fiber was run to the WestfordCAT building on Route 40 and they were securely added to municipal WAN.

Software Projects

Several significant software projects were undertaken during the year.

A selection process was gone through to find a new platform for the town website. Having chosen the vendor, work is now underway on the transfer along with associated redesign and review of navigation. It is expected that the new site will be put live during the early autumn.

Following the audit of our Microsoft licenses last summer we embarked on a process of converting all our Microsoft Office users to the subscription-based Office 365 product, including implementing cloud-based storage where beneficial. This improves the options for users who work while out of the office, and reduces the need for cumbersome VPN solutions for some users. We have converted the majority of departments but still have a few to deal with this year. The new licensing gives us better flexibility with our virtualized servers too, enabling us to create new servers for some niche uses (such as the new WA wi-fi authentication process and the Caspar MDM software for iPad management) without having to worry about additional licensing.

The patient care system that is used in the ambulances had proved unsatisfactory so we ran another selection process and chose a new vendor. That product is going live over the summer of 2016.

The first draft of the application catalog mentioned in last year's report was completed. This will be a very useful tool for recording critical information and helping us manage our services.

Other Projects

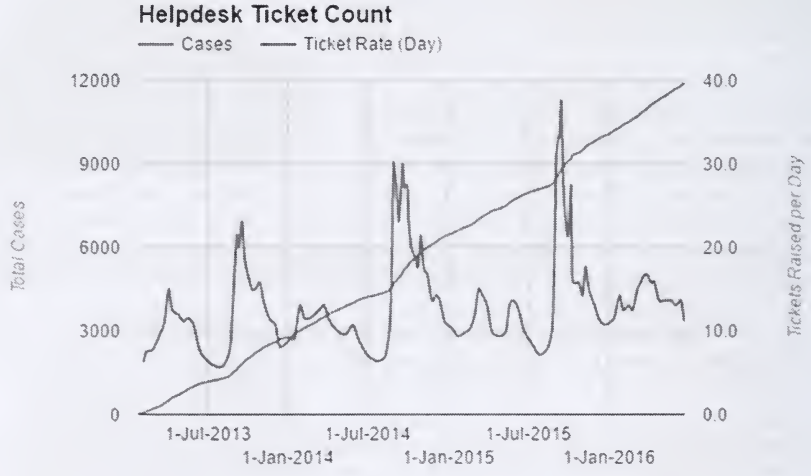
Security in several respects continues to be a focus for us. During the year we continued to work on implementing uniform account standards that meet state recommendations, and setting up new and existing systems so that they have a common source for user authentication. This helps us manage accounts for new users and just as importantly, for users who leave.

More work was done developing our information security protocols with a view to starting training programs in the near future.

We assisted in the continued roll-out of access control systems and security video systems that integrate with our existing centralized systems. As well as giving us easier support for those things, it also allows monitoring of those systems from a centralized dispatch center.

The system used to manage the town's smartphones was changed in order to save money. The existing system was a pioneer in the field when it was adopted, but has now been replaced by cheaper products much more suited to our limited needs.

The increasing prevalence of classroom computers and growing dependence on them for delivering lessons in the schools continues to create a larger and larger load on our technicians. As you can see from the attached chart, the first few weeks of school bring a huge surge in the number of issues reported, with more than 40 issues a day being reported at times (figures in the chart are rolling averages). This underlines the fact that we currently rely on the same number of staff to support a growing population of systems in an increasingly critical environment.



Over the summer of 2016 the reporting responsibilities of the school technicians was transferred to this department which should allow a more consistent approach to implementations (meaning that staff will be supporting the same configurations in all locations) as well as the option to assign staff to locations in a more flexible way. Despite this, it is still likely that additional technical staff will be needed in the future if the standard of service is not to deteriorate, something that is hard to accept when that standard of service affects the delivery of the curriculum so directly.

Town Accountant

The following financial statements are for the fiscal year ending June 30, 2016.

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

The Town's financial records have been audited by Melanson Heath and Company, PC, Certified Public Accountants and the results of that audit are available for public inspection in the office of the Town Accountant and on the town's website.

Alice M. Ferro
Town Accountant

Jesse Beyer
Assistant Town Accountant
Finance Budget Analyst

Elizabeth Turgeon
Payroll Administrator

Pamela Florek
Administrative Assistant

I would like to thank the accounting staff, Jesse Beyer, Elizabeth Turgeon, and Pam Florek for their dedicated service. I would also like to thank all the boards, commissions, committees, and departments for their cooperation during the year.

Combined Balance Sheet (Unaudited)
All Fund Types and Account Group

	Governmental Fund Types			Proprietary Fund Types	Fiduciary Fund Types	Account Group	Totals (Memorandum Only)
	General	Special Revenue	Capital Project	Enterprise	Trust and Agency	General Long-Term Debt	
ASSETS							
Cash and cash equivalents	23,476,719	10,278,341	2,008,437	7,122,259	11,702,958	-	54,588,714
Cash held by others	-	-	-	-	-	-	-
Receivables:		11,954					11,954
Property Taxes	490,717	-	-	-	-	-	490,717
Prepaid Property Taxes	-						-
Deferred Property Taxes	278,477	410					278,886
Tax Title	690,735	10,462	-	305	-	-	701,502
Tax Foreclosure	58,495	-	-	-	-	-	58,495
Excises	300,904	-	-	-	-	-	300,904
Charges for Services	-	-	-	1,389,277	-	-	1,389,277
Street betterments	72,725	-	-	-	-	-	72,725
Due from MWPAT	-		-	-	-	-	-
Amt provided for the ret gen long-term debt	-	-	-	-	-	46,137,021	46,137,021
Total Assets	25,368,772	10,301,166	2,008,437	8,511,842	11,702,958	46,137,021	104,030,196

Combined Balance Sheet (Unaudited)
All Fund Types and Account Group

	Governmental Fund Types			Proprietary Fund Types	Fiduciary Fund Types	Account Group	Totals
	General	Special Revenue	Capital Project	Enterprise	Trust and Agency	General Long-Term Debt	(Memorandum Only)
LIABILITIES AND FUND EQUITY							
Liabilities:							
Warrants Payable	1,960,581	127,326	14,220	139,027	14,097	-	2,255,250
Accounts Payable	-						-
Payroll Withholdings	976,955	-	-		-	-	976,955
Deferred Revenues	(120,016)	22,825	-	1,389,583	-	-	1,292,392
Deferred Intergovernmental			-				-
Overlay	2,012,069						2,012,069
Anticipation Notes Payable	-	-	4,425,000	-	-	-	4,425,000
General obligation Bonds Payable	-	-	-	-	-	46,137,021	46,137,021
Tailings/Refunds	84,984						84,984
Other Liabilities	-		-	-	1,010,364	-	1,010,364
Total Liabilities	4,914,572	150,151	4,439,220	1,528,610	1,024,461	46,137,021	58,194,036
Fund Equity:							
Reserved for Encumbrances	1,614,736	-	-	33,106	-	-	1,647,842
Reserved for Endowment	-	-	-	-	665,912	-	665,912
Reserved for Expenditures	1,949,104	2,062,701	-	2,775,469	-	-	6,787,273
Reserved for Petty cash	6,000	-	-	100	-	-	6,100
Unreserved/Undesignated	6,668,236	8,088,314	(2,430,783)		10,012,585	-	22,338,353
Designated for Debt Service	10,216,124						10,216,124
Designated for Appropriation Deficits	-	-	-	-	-	-	-
Retained Earnings	-	-	-	4,174,558	-	-	4,174,558
Total Fund Equity	20,454,200	10,151,015	(2,430,783)	6,983,232	10,678,497	-	45,836,161
Total Liabilities and Fund Equity	25,368,772	10,301,166	2,008,437	8,511,842	11,702,958	46,137,021	104,030,196

TOWN OF WESTFORD
FY 2016 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECTMEN									
Expenses	3,595.64	32,689.00	-	-	-	-	29,088.85	2,399.24	4,796.55
Capital	69,125.90	-	-	13,000.00	-	7,859.00	46,686.18	43,268.30	30.42
123 TOWN MANAGER									
Personal Services	-	350,113.00	-	-	11,101.00	-	343,614.36	-	17,599.64
Expenses	2,500.00	29,527.00	-	-	-	-	32,019.75	-	7.25
Perchlorate	335,754.10	-	-	-	-	-	156,609.36	179,144.74	-
Capital	74,475.24	-	-	-	-	-	30,593.74	17,147.14	26,734.36
131 FINANCE COMMITTEE									
Expenses	-	10,113.00	-	-	-	-	7,753.74	175.00	2,184.26
Reserve Fund	-	191,000.00	-	-	-	(35,508.00)	-	-	155,492.00
132 FINANCE DIRECTOR									
Personal Services	-	112,390.00	-	-	1,911.00	-	113,704.54	-	596.46
Expenses	-	2,460.00	-	-	-	-	2,436.76	-	23.24
133 TOWN ACCOUNTANT									
Personal Services	-	246,638.00	-	-	3,789.00	-	250,393.79	-	33.21
Expenses	-	36,560.00	-	-	-	-	35,160.74	-	1,399.26
141 ASSESSORS									
Personal Services	-	233,913.00	-	-	3,789.00	-	229,739.79	-	7,962.21
Expenses	14,180.00	39,700.00	-	-	-	-	24,079.23	24,430.72	5,370.05
145 TREASURER/TAX COLLECTO									
Personal Services	-	238,722.00	-	-	2,788.00	-	240,413.00	-	1,097.00
Expenses	-	53,155.00	-	-	-	-	41,797.93	-	11,357.07
151 LEGAL SERVICES									
Expenses	690.00	250,000.00	-	125,000.00	-	-	350,999.86	8,000.00	16,690.14
152 HUMAN RESOURCES									
Personal Services	-	191,795.00	-	-	3,838.00	-	195,256.72	-	376.28
Expenses	350.00	31,700.00	-	-		-	26,595.65	700.00	4,754.35
Comp Reserve	-	200,000.00	-	-	(127,580.47)	-	-	-	72,419.53
155 TECHNOLOGY									
Personal Services	-	399,367.00	-	-	3,681.00	-	403,046.73	-	1.27
Expenses	5,144.33	488,044.00	-	81,000.00	-	-	506,198.01	44,558.62	23,431.70
Capital	144,774.66	-	-	387,000.00	-	-	367,594.02	164,148.04	32.60

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
161 TOWN CLERK									
Personal Services	-	236,559.00	-	-	5,571.00	-	238,323.08	-	3,806.92
Expenses	1,025.00	23,601.00	-	-	-	-	19,545.67	2,550.00	2,530.33
Capital	2,991.97	-	-	-	-	-	1,170.24	-	1,821.73
170 PERMITTING									
Personal Services	-	209,283.00	-	-	1,972.00	-	206,613.45	-	4,641.55
Expenses	-	44,865.00	-	-	-	-	42,082.76	-	2,782.24
171 CONSERVATION COMMISSION									
Personal Services	-	73,342.00	-	-	5,640.00	-	78,982.00	-	-
Expenses	-	7,040.00	-	-	-	-	6,217.55	-	822.45
Capital	2,084.00	-	-	-	-	-	-	2,084.00	-
175 PLANNING BOARD									
Personal Services	-	75,176.00	-	-	3,806.00	-	78,981.99	-	0.01
Expenses	2,326.34	7,970.00	-	-	-	-	8,966.54	-	1,329.80
Capital	-	-	-	-	-	-	-	-	-
176 ZONING BD OF APPEALS									
Expenses	-	2,250.00	-	-	-	-	1,925.00	175.00	150.00
Capital	-	-	-	-	-	-	-	-	-
192 TOWN HALL									
Personal Services	-	50,366.00	-	-	2,418.00	-	42,428.38	-	10,355.62
Expenses	3,534.43	92,990.00	-	-	-	-	82,790.97	1,181.28	12,552.18
Capital	-	-	-	-			-	-	-
199 PUBLIC BUILDINGS									
Personal Services	-	54,863.00	-	-	647.00	-	54,671.31	-	838.69
Expenses	-	27,800.00	-	-	-	-	11,577.25	500.00	15,722.75
Capital	447,365.00	-	-	-	-	-	106,740.00	340,625.00	-
GENERAL GOVERNMENT	1,109,916.61	4,043,991.00	-	606,000.00	(76,629.47)	(27,649.00)	4,414,798.94	831,087.08	409,743.12
210 POLICE									
Personal Services	-	4,811,782.00	-	78,159.57	14,951.67	26,500.00	4,870,777.47	-	60,615.77
Expenses	2,863.76	613,566.00	-	1,900.00	-	-	554,405.90	3,603.41	60,320.45
Capital	18,064.00	-	-	127,027.00	-	-	145,091.00	-	-
220 FIRE									
Personal Services	-	3,028,091.00	-	-	32,931.80	-	3,011,622.11	-	49,400.69
Expenses	2,058.14	293,432.00	-	-	-	-	285,611.70	7,481.00	2,397.44
Capital	33,279.67	-	-	169,880.00	-	-	147,453.41	55,237.34	468.92

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
241 BUILDING DEPARTMENT									
Personal Services	-	297,148.00	-	-	3,966.00	-	296,519.30	-	4,594.70
Expenses	4,952.51	18,800.00	-	-	-	-	20,383.66	410.67	2,958.18
Capital	-	-	-	23,500.00	-	-	-	23,500.00	-
244 SEALER WEIGHTS & MEASURES									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	3,000.00	-	-	-	-	3,000.00	-	-
291 EMERGENCY MGMT									
Personal Services	-	8,446.00	-	-	-	-	8,446.00	-	-
Expenses	-	5,500.00	-	-	-	-	5,434.32	-	65.68
Capital	-	-	-	-	-	-	-	-	-
									-
292 ANIMAL CONTROL									
Personal Services	-	64,883.00	-	-	-	-	62,026.60	-	2,856.40
Expenses	92.86	5,700.00	-	-	-	-	1,799.20	219.28	3,774.38
294 TREE WARDEN									
Personal Services	-	2,112.00	-	-	-	-	2,112.00	-	-
Expenses	-	50,000.00	-	-	-	-	47,845.06	1,250.00	904.94
PUBLIC SAFETY	61,310.94	9,202,460.00	-	400,466.57	51,849.47	26,500.00	9,462,527.73	91,701.70	188,357.55
305 WESTFORD PUBLIC SCHOOLS	926,092.91	53,621,373.00	-	(247,662.86)	-	-	52,773,334.13	1,083,030.49	443,438.43
Capital	465,761.54	-	-	311,540.00	-	-	388,567.77	386,634.95	2,098.82
310 NASHOBA VALLEY TECH	-	718,189.00	-	-	-	-	718,189.00	-	-
EDUCATION	1,391,854.45	54,339,562.00	-	63,877.14	-	-	53,880,090.90	1,469,665.44	445,537.25
410 ENGINEERING									
Personal Services	-	211,126.00	-	-	5,487.00	-	216,448.33	-	164.67
Expenses	4,000.00	12,910.00	-	-	-	-	11,708.14	875.83	4,326.03
Capital	151,183.62	-	-	290,000.00	-	-	125,773.69	315,040.00	369.93
421 HIGHWAY									
Personal Services	-	1,473,531.00	-	-	1,950.00	-	1,434,178.77	-	41,302.23
Expenses	51,981.80	1,179,418.00	-	107,000.00	-	-	1,181,372.85	135,210.40	21,816.55
Capital	1,036,195.25	-	-	196,310.00	-	-	722,342.23	449,293.93	60,869.09
Bill of Prior Year	-	-	-	9,938.87	-	-	9,938.87	-	-

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
427 STORMWATER MGMT									
Personal Services	-	-	-	-	-	-	-		-
Expenses	2,695.04	48,000.00	-	-	-	-	21,922.03	23,340.00	5,433.01
432 RECYCLING									
Recycling Expenses	-	400,000.00	-	-	-	-	394,999.70	-	5,000.30
433 SOLID WASTE									
Solid Waste Expenses	-	1,197,912.00	-	-	-	-	1,148,340.07	179.00	49,392.93
Capital	-	-	-	-	-	-	-	-	-
440 SEWERAGE COLLECTION									
Expenses	987.00	-	-	-	-	-	987.00	-	-
442 WASTEWATER TREATMENT									
Expenses	-	234,303.00	-	-	-	-	198,935.00	1,344.46	34,023.54
Capital	98,605.00	-	-	30,000.00	-	-	74,812.25	53,792.75	-
491 CEMETERY									
Personal Services	-	79,648.00	-	-	-	-	79,647.28	-	0.72
Expenses	-	22,935.00	-	-	-	-	13,222.68	-	9,712.32
Capital	88,000.00	-	-	-	-	-	15,167.69	72,832.31	-
PUBLIC WORKS	1,433,647.71	4,859,783.00	-	633,248.87	7,437.00	-	5,649,796.58	1,051,908.68	232,411.32
510 BOH/ENVIRONMENTAL									
Personal Services	-	406,712.00	-	-	4,397.00	-	408,402.26	-	2,706.74
Expenses	4,486.00	33,400.00	-	-	-	-	36,113.16	-	1,772.84
540 SENIOR CENTER									
Personal Services	-	139,229.00	-	-	-	-	129,931.00	-	9,298.00
Expenses	11.98	69,679.00	-	-	-	-	62,796.99	-	6,893.99
Capital	-	-	-	-	-	-	-	-	-
541 COUNCIL ON AGING									
Personal Services	-	228,868.00	-	-	1,165.00	-	224,382.68	-	5,650.32
Expenses	905.00	33,000.00	-	-	-	-	29,502.62	-	4,402.38
Capital	-	-	-	-	-	-	-	-	-
543 VETERANS SERVICES									
Personal Services	-	61,144.00	-	-	3,029.00	-	61,094.48	-	3,078.52
Expenses	-	125,800.00	-	(20,000.00)	-	-	62,981.78	-	42,818.22
HUMAN SERVICES	5,402.98	1,097,832.00	-	(20,000.00)	8,591.00	-	1,015,204.97	-	76,621.01
610 LIBRARY									
Personal Services	-	1,190,490.00	-	-	6,831.00	-	1,191,770.76	-	5,550.24
Expenses	5,750.00	349,971.00	-	-	-	-	332,357.72	-	23,363.28
Capital	53,750.00	-	-	-	-	-	53,750.00	-	-

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	*Page 5 of 7* Closed to Fund Balance
630 RECREATION									
Personal Services	-	242,162.00	-	-	1,921.00	-	239,204.67	-	4,878.33
Expenses	-	12,365.00	-	-	-	-	9,624.50	-	2,740.50
Offset	-	(254,527.00)	-	-	-	-	(254,527.00)	-	-
Capital	25,724.25	-	-	-	-	-	224.25	25,500.00	-
650 PARKS-GROUNDS BLDG MAINT									
Personal Services	-	337,129.00	-	-	-	-	321,081.65	-	16,047.35
Expenses	-	46,735.00	-	-	-	-	43,777.33	-	2,957.67
Capital	54,000.00	-	-	-	-	-	49,048.19	-	4,951.81
660 LAND MANAGEMENT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	33,000.00	-	-	-	1,149.00	31,607.11	600.00	1,941.89
Capital	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION									
Expenses	3,069.82	23,900.00	-	-	-	-	17,873.99	1,341.96	7,753.87
Capital	-	-	-	-	-	-	-	-	-
CULTURE & RECREATION	142,294.07	1,981,225.00	-	-	8,752.00	1,149.00	2,035,793.17	27,441.96	70,184.94
710 DEBT SERVICE									
Expenses		6,892,422.00	-	(330,000.00)	-	-	6,556,447.48	-	5,974.52
DEBT SERVICE	-	6,892,422.00	-	(330,000.00)	-	-	6,556,447.48	-	5,974.52
940 UNCLASSIFIED									
Direct/Indirect offsets	-	(919,772.00)	-	-	-	-	(940,476.00)	-	20,704.00
945 UNCLASSIFIED									
Employee Benefits	65,018.84	15,709,857.00	-	(712,425.00)	-	-	14,305,075.23	92,038.92	665,336.69
NON-DEPARTMENTAL	65,018.84	14,790,085.00	-	(712,425.00)	-	-	13,364,599.23	92,038.92	686,040.69
OPERATING BUDGETS	4,209,445.60	97,207,360.00	-	641,167.58	-	-	96,379,259.00	3,563,843.78	2,114,870.40

TOWN OF WESTFORD
FY2016 Budget Basis—Water Enterprise Fund

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	1,149,258.00	-	-	-	-	1,064,001.31	-	85,256.69
Expenses	27,924.88	1,686,117.00	-	(20,000.00)	-	-	1,470,452.32	32,750.47	190,839.09
Reserve Fund		250,000.00	-	-	-	-	-	-	250,000.00
	27,924.88	3,085,375.00	-	(20,000.00)	-	-	2,534,453.63	32,750.47	526,095.78
CAPITAL:									
	664,726.17	1,129,298.00	-	1,853,312.00	-	-	1,390,695.70	2,144,121.22	112,519.25
	664,726.17	1,129,298.00	-	1,853,312.00	-	-	1,390,695.70	2,144,121.22	112,519.25
WATER ENTERPRISE TOTAL	692,651.05	4,214,673.00	-	1,833,312.00	-	-	3,925,149.33	2,176,871.69	638,615.03

TOWN OF WESTFORD
FY2016 Budget Basis—Recreation Enterprise Fund

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	1,010,915.00	-	-	-	-	1,010,632.00	-	283.00
Expenses	-	351,516.00	-	-	-	-	350,262.38	-	1,253.62
	-	1,362,431.00	-	-	-	-	1,360,894.38	-	1,536.62
CAPITAL:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TOTA	-	1,362,431.00	-	-	-	-	1,360,894.38	-	1,536.62

TOWN OF WESTFORD
FY 2016 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2015 Encumbered & Carried Fwd	A.T.M. 3/15 Budget	A.T.M. 03/15 Art/Transf	S.T.M. 10/15 S.T.M. 04/16 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2016 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	698,292.00	-	-	-	-	694,097.34	-	4,194.66
Expenses	-	453,556.00	-	-	-	-	448,601.89	355.50	4,598.61
	-	1,151,848.00	-	-	-	-	1,142,699.23	355.50	8,793.27
CAPITAL:									
	340,000.00	-	-	31,540.00	-	-	97,631.66	273,908.33	0.01
	340,000.00	-	-	31,540.00	-	-	97,631.66	273,908.33	0.01
AMBULANCE ENTERPRISE TOTA	340,000.00	1,151,848.00	-	31,540.00	-	-	1,240,330.89	274,263.83	8,793.28
GRAND TOTAL ALL FUNDS	5,242,096.65	103,936,312.00	-	2,506,019.58	-	-	102,905,633.60	6,014,979.30	2,763,815.33

Special Revenue Funds - FY 2016

		Balance July 1, 2015	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2016
Fund 250 Federal Grants						
25210215	Bullet Proof Vests OJ-Fed Reim	30,163.95	3,120.00	4,560.00	-	28,723.95
25210225	Police-Underage Alcohol FY15	(881.70)	3,583.86	2,702.16	-	-
25210226	Police-Underage Alcohol FY16	-	1,349.10	1,888.74	-	(539.64)
25210245	Police-Traffic Grant FY15	(1,985.33)	3,949.31	1,659.78	-	304.20
25210246	Police-Traffic Grant FY16	-	4,296.30	5,951.22	-	(1,654.92)
25510511	BOH-Medical Reserve	2,587.16	25,485.92	15,508.63	-	12,564.45
25510512	BOH- Emerg Prep Coalition	53,430.10	42,000.00	51,107.84	-	44,322.26
25510514	BOH- NAACHO	18,740.09	15,350.00	6,259.00	-	27,831.09
25510522	BOH- FDA Standards	678.57	12,092.15	13,420.70	-	(649.98)
					-	
		102,732.84	111,226.64	103,058.07	-	110,901.41
Fund 255 School Federal Grants						
25235301	Sped 94-142 DOE 240 FY15	(7,178.69)	25,690.00	18,511.31	-	-
25235502	Sped 94-142 DOE 240 FY16	-	885,286.00	881,675.00	-	3,611.00
25239903	Title I DOE 303 FY15	3,909.07	335.00	4,244.07	-	-
25239904	Title I DOE 303 FY16	-	90,103.00	88,409.14	-	1,693.86
25235505	Sped Prog Impr DOE 274 FY15	6,010.06	16,038.00	22,048.06	-	-
25235506	Sped Prog Impr DOE 274 FY16	-	15,566.00	23,565.00	-	(7,999.00)
25239308	Title II Teacher Quality 140 F16	-	52,865.00	52,890.00	-	(25.00)
25239516	Early Childhood DOE262 FY16	-	19,350.00	19,350.00	-	-
25235342	Early Chlhd Prog Imprv	-	3,000.00	3,000.00	-	-
		2,740.44	1,108,233.00	1,113,692.58	-	(2,719.14)
Fund 260 State Grants						
26123126	Green Communities Grant	-	230,988.00	230,988.00	-	-
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	1,777.45	-	-	-	1,777.45
26210205	Police Pedestrian Safety-FY15	(302.50)	1,516.49	1,213.99	-	-
26210206	Police Pedestrian Safety-FY16	-	335.04	335.04	-	-
26210265	Police 911 Support-FY14	(7,437.71)	-	-	7,437.71	-
26210266	Police 911 Support-FY15	(40,448.55)	34,520.26	-	-	(5,928.29)
26210275	Police 911 Support-FY16	-	38,668.50	40,001.20	-	(1,332.70)
26210293	Police 911 Training FY13	(745.31)	-	-	745.31	-
26210294	Police 911 Training FY14	(6,856.99)	-	-	6,856.99	-
26210295	Police 911 Training FY15	(7,835.05)	-	-	-	(7,835.05)
26210296	Police 911 Training FY16	-	-	10,590.34	-	(10,590.34)
26220214	S.A.F.E./Senior Grant-2014	5,190.38	-	5,190.38	-	-
26220216	S.A.F.E. -Fire FY16 Grant	-	4,837.00	16.77	-	4,820.23
26291240	Emerg Mgmt Performance	-	4,924.61	4,924.61	-	-
26410412	Eng-DEP Water Infrastructure	-	30,000.00	30,000.00	-	-
26450452	Sustain Water Mgmt-MA DEP	(60,031.01)	60,031.01	-	-	-
26450451	Water-Massworks Grant	-	14,050.00	57,600.00	-	(43,550.00)
26510515	Tobacco Control Grant	2,736.44	-	439.50	-	2,296.94
26510523	BOH-Local Health Mini	724.74	-	-		724.74
26510526	BOH-Greater Lowell	2,129.22	-	1,863.27		265.95
26541541	Elders Affairs-COA Formula	-	30,186.00	30,186.00	-	-
26541542	Lowell Reg Trans Auth Van-Rei	8,118.03	94,181.37	94,435.22	-	7,864.18
26610610	Library Lig-Meg	25,565.07	26,691.75	26,948.00	-	25,308.82
26610614	Library Const Plan/Design Gran	40,000.00	10,000.00	48,591.22	-	1,408.78
26630633	Tennis in the Park-Recreation	14.45	-	14.45	-	-
26670670	Historic Museum Grant	-	20,000.00	20,000.00	-	-
26695695	Cultural Council Grant	5,856.87	5,002.65	5,250.00	-	5,609.52
		(29,971.24)	605,932.68	608,587.99	15,040.01	(17,586.54)

TOWN ACCOUNTANT – CONTINUED

		Balance July 1, 2015	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2016
Fund 265 School State Grants						
26239343	DESE SEI Sheltered Eng Imm	-	5,575.00	5,575.00	-	-
		-	5,575.00	5,575.00	-	-
Fund 270 Receipts Reserved						
27171171	Conservation-Wetlands	37,494.68	7,115.00	3,723.00	(5,500.00)	35,386.68
27199901	Town Wide-Insurance >$20K	35,541.90	24,820.24	-	(24,820.24)	35,541.90
27491491	Cemetery-Sale of Lots	108,064.15	16,322.50	-	-	124,386.65
		181,100.73	48,257.74	3,723.00	(30,320.24)	195,315.23
Fund 280 Town Revolving Funds						
28122110	Scholarship Fund-Twn Tax	15,457.34	586.19	2,500.00	-	13,543.53
28122111	Arts & Technology-Twn Tax	3,133.34	326.76	928.86	-	2,531.24
28122122	Town Building Leases 53E1/2	87,696.57	47,102.28	3,200.00	-	131,598.85
28171172	East Boston Camp 53E1/2	100,146.95	52,570.00	46,192.89	-	106,524.06
28179177	Community Gardens	-	2,285.00	40.00	-	2,245.00
28192920	Insurance Recovery-Town	6,830.06	22,594.82	22,594.82	-	6,830.06
28192922	Insurance Recovery-TCommon	5,450.00	-	5,450.00	-	-
28210920	Insurance Recovery-Police	3,150.94	8,021.73	6,631.71	-	4,540.96
28300920	Insurance Recovery-School	-	110.70	110.70	-	-
28432432	Recycling Revolving 53E1/2	7,799.30	12,298.33	12,497.19	-	7,600.44
28450920	Insurance Recovery-Water	3,098.98	-	2,174.06	-	924.92
28510524	BOH-Immuniz/Clinical 53E1/2	32,951.36	72,133.59	36,763.18	-	68,321.77
28540546	Senior Ctr Programs 53E1/2	4,681.20	28,655.00	24,541.87	-	8,794.33
28541543	Elder & Disabled Tax-TREAD	29,356.90	12,849.41	16,000.00	-	26,206.31
28541545	Senior Ctr Fitness Rm 53E1/2	45,641.94	9,063.45	2,472.21	-	52,233.18
28630634	Recreation Revolving 53 D	9,345.39	283,938.42	276,217.52	-	17,066.29
28630636	Rec-Field Maint Revol 53E1/2	44,933.93	83,517.46	55,976.14	(15,000.00)	57,475.25
		399,674.20	636,053.14	514,291.15	(15,000.00)	506,436.19
Fund 285 School Revolving Funds						
28303381	School Activity Fees	281,065.72	562,684.90	575,067.03	-	268,683.59
28303385	Sch Bus Transportation 53E1/2	22,773.03	534,517.00	487,700.00	-	69,590.03
28304375	School Building Usage	47,550.01	15,732.63	47,445.80	-	15,836.84
28304376	School Outside Details	2,734.41	52,235.19	53,557.93	-	1,411.67
28304386	School Parking WA 53E1/2	3,976.20	15,850.00	11,139.52	-	8,686.68
28311387	Kindergarten -Sped (Integrated)	49,971.33	87,394.00	96,547.83	-	40,817.50
28339388	Non-Resident Tuition	-	14,430.00	14,430.00	-	-
28311389	Full Day Kindergarten	-	25,200.00	-	-	25,200.00
28310380	Preschool-Sped (Integrated)	66,900.83	241,626.67	236,030.79	-	72,496.71
28311378	Sch Extended Day-Elem	44,095.50	382,653.32	372,502.20	-	54,246.62
28320377	Sch Extended Day-Middle	-	-	-	-	-
28331382	School Lost Books	10,292.09	7,981.74	7,196.16	-	11,077.67
28332384	School Athletic Revolving	52,024.10	537,853.70	530,401.64	-	59,476.16
		581,383.22	2,478,159.15	2,432,018.90	-	627,523.47

TOWN ACCOUNTANT – CONTINUED

		Balance			Transfers	Balance
Fund 290 Town Other Spec Rev Funds		**July 1, 2015**	**Receipts**	**Expenditures**	**In/(Out)**	**June 30, 2016**
29122717	Town Wide Sidewalk Gift	75,091.03	-	-	-	75,091.03
29122959	Comcast Cable/Public Access	816.78	10,000.00	10,816.78	-	-
29122964	Coalition Non-Violence Gift	3,172.24	1,430.00	533.00	-	4,069.24
29122967	Business Guide Gift	2,000.00	-	-	-	2,000.00
29123127	MIIA Flex	-	17,018.00	15,171.15	-	1,846.85
29152152	HR- BC/BS Innovation Award	-	5,000.00	-	-	5,000.00
29161161	Extended Polling Hours	7,894.53	2,268.00	67.50	-	10,095.03
29170971	PWAH Gift	382,200.00	-	-	-	382,200.00
29170972	Tadmuck/Rte 110 Gift	20,406.30	-	268.00	-	20,138.30
29170975	RT 110 Corridor Gift	7,961.63	-	-	-	7,961.63
29171940	East Boston Camps Bathhouse	22,270.00	-	22,270.00	-	-
29171945	Cons Com Stream Team Equip	1,675.70	-	224.00	-	1,451.70
29171953	Cons Comm-Mass Elec Gift	4,311.92	-	-	-	4,311.92
29175962	Plan Bd Summer Village Insp G	17,924.24	-	3,362.25	-	14,561.99
29175965	Plan Bd Summer Village Gift	241,800.00	32,000.00	-	-	273,800.00
29179178	Community Gardens Gift	1,715.00	-	1,350.21	-	364.79
29210911	Police K-9 Gift	626.75	500.00	769.69	-	357.06
29210990	Drug Investigation	10,101.85	633.00	2,142.85	-	8,592.00
29421422	Bruce Freeman Friends Gift	-	14,670.00	14,670.00	-	-
29510955	BOH-Health Gift	24,995.84	8,258.35	16,348.57	-	16,905.62
29510956	BOH-AED Defibrillator Gift	3,452.89	320.00	220.00	-	3,552.89
29510973	BOH-Circle Health Gift	33,380.74	-	10,591.76	-	22,788.98
29510958	BOH-Dental Gift	5.58	5,000.00	1,963.35	-	3,042.23
29539979	Adult Day Trans Gift	2,983.49	-	1,736.83	-	1,246.66
29540540	COA Friends Gift	5,037.00	26,520.00	26,634.77	-	4,922.23
29543950	Veteran's Gift	705.00	250.00	-	-	955.00
29610925	Library Restitution	2,621.04	2,795.49	2,648.07	-	2,768.46
29610950	Library Memorial Gift	15,203.44	29,955.57	19,552.38	-	25,606.63
29630638	Recreation NRPA	45.31	-	45.31	-	-
29630965	Recreation Forge/Edward Beac	55,826.35	-	2,262.05	-	53,564.30
29691950	Historic Comm Gift	752.00	-	-	-	752.00
		944,976.65	156,618.41	153,648.52	-	947,946.54
Fund 295 School Other SRF						
29239350	Sch Reed Living Lab Donation	4,226.98	-	-	-	4,226.98
29239354	Misc School Donations	22,923.25	57,064.73	48,925.30	-	31,062.68
29239355	WEF Mini Grants	0.83	7,504.82	17,120.98	-	(9,615.33)
29239356	School Inventors Fair	152.00	-	-	-	152.00
29302392	Verizon App Grant	12,345.03	-	-	-	12,345.03
29239361	School Scholarship Donations	-	2,000.00	2,000.00	-	-
29302390	School Choice	366,857.35	419,372.99	374,510.48	-	411,719.86
29302391	Foundation Reserve	-	-	-	-	-
29302392	Circuit Breaker Sped DOE#520	1,075,506.00	2,012,344.00	1,465,546.00	-	1,622,304.00
		1,482,011.44	2,498,286.54	1,908,102.76	-	2,072,195.22
220	School Lunch	80,900.74	1,678,497.08	1,612,671.99	-	146,725.83
240	Community Preservation	4,803,858.15	2,258,759.75	1,534,592.02	-	5,528,025.88
299	Title V	36,250.61	-	-		36,250.61
		4,921,009.50	3,937,256.83	3,147,264.01	-	5,711,002.32
	TOTALS	8,585,657.78	11,585,599.13	9,989,961.98	(30,280.23)	10,151,014.70

Capital Projects Funds - FY 2016

Fund 310 - Town Org/Obj	Description	FY 2015 Balance Fwd	Revenue Perm Bonds	Expended	Transfers	Continued Appropriation	Close to General Fund
31210727	Police/Fire Dispatch 3/15 #7	-	-	49,768.00	-	(49,768.00)	-
31220726	Boston Rd Fire Sta 3/15 #8	1,000,000.00	-	214,504.75	-	785,495.25	-
31220747	Fire Truck 3/13 Art#16 $544K	2,607.20	-	2,603.16	-	4.04	-
31410745	Eng Master Design 3/13 #16	(204,539.76)	-	154,661.80	-	(359,201.56)	-
31410758	Eng Keyes Recons 3/15 #6	647,401.00	-	1,500.00	-	645,901.00	-
31410748	Eng-Plain Rd Sidewalk 4/16 #7	-	-	9,945.00	-	(9,945.00)	-
31410739	Eng-Main St Recons 4/13 #7	-	-	-	-	-	-
	Total Town Capital	1,445,468.44	-	432,982.71	-	1,012,485.73	-

Fund 320 - School Org/Obj	Description	FY 2015 Balance Fwd	Revenue Perm Bonds	Expended	Transfers	Continued Appropriation	Close to General Fund
32320750	Middle School Const-Stony brook	-	-	-	-	-	-
32314764	Abbott/Rob Boilers 3/13 Art#16 180K	-	-	-	-	-	-
32314770	Robinson/Day Windows 3/14 #11	(258,134.87)	614,731.00	3,243,964.42	-	(2,887,368.29)	-
	Total School Capital	(258,134.87)	614,731.00	3,243,964.42	-	(2,887,368.29)	-

Fund 360 - Water Enterprise Org/Obj	Description	FY 2015 Balance Fwd	Revenue Perm Bonds	Expended	Transfers	Continued Appropriation	Close to General Fund
36450787	Main/Patriot 3/14 Art#9 $400K	(16,410.00)	-	316,026.10	-	(332,436.10)	-
36450799	Abbott to Pine 3/14 Art#9 $660K	(12,090.00)	-	385,463.33	-	(397,553.33)	-
36450788	Rt110/Nixon 3/12 Art#21 $550K	-	-	-	-	-	-
36450789	Rt 110 St Mary 3/12 Art#21 $750K	60,876.24	-	5,300.00	-	55,576.24	-
36450797	System Improv 10/11 Art#7 $1.5M	163,495.56	-	350.00	-	163,145.56	-
	Total Water Enterprise Capital	195,871.80	-	707,139.43	-	(511,267.63)	-

Highway Improv Fund 230	July 1, 2015 Balance	Receipts	Expenditures	Transfers	June 30, 2016 Balance
Highway Chapter 90	(140,319.89)	1,363,011.78	1,267,325.53		(44,633.64)

**Negative ** Cont'd Appro supported by BANS
Temporary borrowing

Trust Fund Activity
Fiscal Year 2016

	Fund Balance July 1, 2015	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Balance June 30, 2016
Non-Expendable Trusts:						
810 Cemetery Perpetual Care	409,014.50	21,480.00	-	-	-	430,494.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	61,137.50	-	-	-	-	61,137.50
Ellen Rainville Educ	83,855.00	-	-	-	-	83,855.00
Library Benefactors Trust	-	-	-	-	5,364.00	5,364.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	639,067.69	21,480.00	-	-	5,364.00	665,911.69
Expendable Trusts:						
820 Conservation Fund	436,412.05	-	8,197.76	3,564.72	190,000.00	631,045.09
Conservation-Salamander	37,420.75	-	648.85	-	-	38,069.60
Cemetery Perpetual Care	8,830.99	-	7,396.00	4,142.15	-	12,084.84
Charles Colburn Cem	3,335.84	-	83.82	-	-	3,419.66
William Wright Cem	4,511.68	-	164.91	-	-	4,676.59
Lyman Wilkins Cem	4,189.58	-	97.12	175.33	-	4,111.37
J.H. Fletcher Cem	2,739.39	-	73.52	-	-	2,812.91
Alonzo Reed Cem	2,824.91	-	75.01	-	-	2,899.92
Metcalf & Soldiers	3,381.01	-	81.15	186.70	-	3,275.46
Library Book Fund	2,956.89	-	265.38	2,149.00	-	1,073.27
Library Lecture Fund	1,377.08	-	544.05	-	-	1,921.13
Library All Purpose	141.41	-	300.90	247.06	-	195.25
Library Trustee	1,604.09	-	1,086.48	303.27	-	2,387.30
J.V. Fletcher Library	33,801.59	-	501.19	6,635.83	-	27,666.95
Ellen Rainville Educ	1,137.35	1,500.00	1,462.50	1,500.00	-	2,599.85
Library Benefactors Trust	-	-	158.06	-	73,990.92	74,148.98
Whitney Shade Tree	17,220.33	-	341.94	-	-	17,562.27
Whitney Playground	29,109.06	-	678.09	-	-	29,787.15
Affordable Housing Trust	841,637.01	-	12,289.07	198,096.96	-	655,829.12
Capital Stabilization Fund	1,139,706.78	-	19,761.48	-	-	1,159,468.26
Health Stabilization Fund	510,155.32	-	8,845.63	-	-	519,000.95
Stabilization Fund	3,524,944.83	-	72,708.51	-	1,000,000.00	4,597,653.34
OPEB Stabilization Fund	735,280.79	-	34,267.15	-	712,425.00	1,481,972.94
Water OPEB Stabilization Fund	710,945.28	-	18,681.52	-	9,296.00	738,922.80
Library Benefactors Stock	80,761.79	-	(1,406.87)	-	(79,354.92)	-
	8,134,425.80	1,500.00	187,303.22	217,001.02	1,906,357.00	10,012,585.00
TOTALS	**8,773,493.49**	**22,980.00**	**187,303.22**	**217,001.02**	**1,911,721.00**	**10,678,496.69**

Agency Fund - FY 2016

	Balance July 1, 2015	Additions	Deductions	Balance June 30, 2016
Performance Bonds	709,145.82	21,480.68	45,918.70	684,707.80
Developer Escrow	59,842.01	26,262.63	10,321.25	75,783.39
Rail Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Timberstone Deposit	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	(150,929.08)	672,963.31	620,034.13	(97,999.90)
License to Carry	4,205.00	20,625.00	18,150.00	6,680.00
Fire-Outside Details	(4,406.50)	38,085.86	37,627.36	(3,948.00)
Student Activity	321,392.84	1,476,893.68	1,481,970.63	316,315.89
TOTALS	968,075.31	2,256,311.16	2,214,022.07	1,010,364.40

Town Center Traffic & Parking Committee

Gail Flannery
Jeannette Wilkinson
Co-Chairs

Kristina Greene
Ellen Harde
Pat Louch
Shari O'Connor
Andrea Peraner-Sweet
Miland Tamaskar

Emily Benson
Resigned March 2016

Our committee was established this year by the Board of Selectmen and is charged to work with in-house and contracted engineers to develop conceptual designs for traffic circulation, parking, and pedestrian safety improvements in Westford Center. The Selectmen instructed us to work from the March 2014 Westford Town Center Traffic and Parking Study conducted by the Northern Middlesex Council of Governments (NMCOG).

Our committee is focused on the geographic Center that includes Main Street from Graniteville Road to Depot Street; Boston Road from the Westford Museum to Main Street and all of Lincoln Street. As many historic places in Westford occupy space in the Center, we have paramount respect for these areas and have partnered closely with the Westford Museum, Parish Center for the Arts, Connolly Insurance, Roudenbush Community Center and J.V. Fletcher Library. We work closely with Westford's Engineering Department and have forged relationships with the Police and Fire Departments and with town center residents.

The key areas that we have focused on during this year are:

- Reducing the speed of motorists in the town center
- Providing greater pedestrian safety in the center
- Providing additional parking for town center businesses and visitors

Our first order of business was to sift through the vast NMCOG study and determine a short list of priorities and goals to present to the Board of Selectmen. This involved a series of meetings and discussions with NMCOG, town officials, local businesses and town center residents. Our top three priorities, both short term and long term, were presented to the Board of Selectmen on December 8, 2015.

The team reached unanimous consensus on three key recommendations:

1. Installation of an all-lane three way stop at the intersection of Boston Road and Main Street to even the traffic flow from all sides.

Long Term

NMCOG recommended "a multi-way stop sign option" at Boston Road and Main Street on page 60 of their report, however they did not develop a design. At the 2016 Annual Town Meeting, money to pay for a design plan was included in a $60,000 appropriation to the Town Engineer Paul Starratt's FY17 budget. Construction money will need to be approved at a later Town Meeting.

Short term

We asked the Selectmen to place an article on the 2016 Town Meeting warrant to fund a traffic officer at Boston Road and Main Street during peak commuter hours (as identified by NMCOG) from September 2016 through June 2017 when Westford schools are in session. Concerns from Westford Police Department Capt. Mark Chambers about the ability of the department to provide an officer for these shifts, and about the safety of an officer at that intersection led to the withdrawal of our request.

2. Installation of a bump-out (curb extension) in front of the Parish Center for the Arts, as described on page 57 of the NMCOG report, to decrease the speed of motorists turning onto Lincoln Street from Boston Road and provide patrons of the PCA with a larger and safer landing at the base of the stairs when entering and exiting the building.

Long Term
With support from both Engineering and the Highway Department, the Selectmen approved a contract for design of the bump-out which was paid for from the Town Engineer's FY16 budget. The PCA board has committed 50 % of the cost of construction of the bump-out up to $10,000 and the Common Restoration Project has pledged $2,500, but no Town money was available for FY2016. Initially it was decided to ask for construction funds for a permanent curb extension at the 2016 Annual Town Meeting but in the spring, the Committee voted to try and have the project privately funded by the PCA, Common Restoration Project and donations from residents. The Town's Director of Health Services Sandy Collins offered to apply for a pedestrian safety grant that may add additional funding.

Short Term
With support from the Town Engineer and Highway Superintendent, a temporary bump-out will be placed in front of PCA. Temporary signage on Boston Road will alert motorists to the new traffic pattern. The PCA board installed lighting on the building to illuminate the crosswalk.

3. Expanding the sidewalk and installing a crosswalk at the head of Boston Road from Northern Bank to the Common to provide ADA-approved access from the Hildreth Street side onto the Common.

Long Term
The existing brick sidewalk in front of the Northern Bank & Trust at 45 Main Street will have to be extended and this would require an easement from Jeanne and Jim Roberts who live at 1 Hildreth Street and own the land. The new crosswalk would require curb cuts and ADA ramps and would connect to the existing sidewalk along the Common. The cost needs to be determined, and we will ask for funding at the 2017 Annual Town Meeting.

Other accomplishments
January 19, 2016, all abutters to the Common were invited to a meeting with our committee to hear of our recommendations and provide feedback.

As a result of out recommendation to the Selectmen, public parking is now permitted in the parking lot between the fire station and the Zwolinskis' house at 4 Lincoln Street on weekends and after the Town Hall closes at 4pm on weekdays. The Committee installed a sign to let residents know about the parking lot.

We have been working closely with the Library and are pleased to see that they are taking steps to increase the footprint of their parking.

Town Center Traffic & Parking Committee

Traffic consultant Mark Fenton provided specifications to aid in the construction of a temporary curb extension, and in May traffic bollards were purchased for this purpose, funded by a grant from Circle-Health.

The Engineering Department surveyed the intersections at the Common.

Annual Town Meeting April 2, 2016

Voters unanimously approved Article 8 authorizing $60,000 for Westford Engineering to secure an outside engineering firm to design and prepare construction plans for the Committee's three priorities. As funding was approved, our team asked Engineering for a timeline for the projects.

TOWN CLERK

Registrars: Census & Elections

We remember our dedicated election workers who passed away during the last fiscal year: Bob and Mary Willis worked at Stony Brook School, precinct 5, while Diane Fisher and Bill Ewers worked at Miller School, precinct 6. We are thankful for their assistance on election days and will miss them at the polls and around town.

Kaari Mai Tari
Town Clerk

Patty Dubey
Assistant Town Clerk

Tina Landry
Records Supervisor

Marilyn Frank
Dept. Assistant

While there were no elections in fall of 2015, the buzz of the upcoming Presidential Primary and changes to election laws kept us on our toes. Those changes were felt at the March 1st Presidential Primary when all voters were eligible to participate. Those registered in one of the four parties would of course participate in their party's primary. New to 2016 was the ability for voters enrolled in political designations to participate in a primary of their choice as is the case with Unenrolled voters. The Primary was well attended with a 53% turnout.

There was some confusion over voter status resulting in some voters that intended to register as Unenrolled voters actually registered in the United Independent Party. Many measures were taken to help clarify this to voters but some were surprised on election day to discover that they were enrolled in a party when they consider themselves "independent" voters.

The Annual Town Election had a much smaller turnout with only 9.6% attending. Those results are reported elsewhere in this report along with Presidential Primary results.

The chart below shows how new voters registered along with the total voters currently registered for each party and political designation.

Party / Political Designation	Party Code	New Registrations During FY2016	Total Voters Registered as of 6/30/2016
American Independent	Q	0	1
American Term Limits	BB	0	1
Conservative	A	2	3
Democrat*	D	169	3,277
Green Party USA	G	0	2
Green-Rainbow*	J	0	8
Interdependent 3rd Party	T	0	2
Libertarian	L	1	40
Mass Independent Party	O	1	1
Republican*	R	117	2,173
Unenrolled**	U	605	9,808
United Independent*	CC	21	39
We the People	H	0	1
Total		**916**	**15,356**

*Political Party. Political parties hold primaries. All political designations are now allowed to participate in the primary of their choosing, like Unenrolled voters. Members enrolled in a political party may only vote in their party's primary.
**Unenrolled Voters. Registered voters who have not selected a political party or designation are called unenrolled voters. This is often referred to as an "Independent" or "Unaffiliated" voter.

Extended voter registration sessions are held 20 days before elections and the Annual Town Meeting and 10 days before a Special Town Meeting, usually at the Town Clerk's office. On these days the Town Clerk's office is open until 8:00pm.

Polling places remain as follows:

Precinct 1	Abbot School, 25 Depot Street
Precinct 2	Blanchard Middle School, 14 West Street
Precinct 3	Abbot School, 25 Depot Street
Precinct 4	Robinson School, 60 Concord Road
Precinct 5	Stony Brook School, 9 Farmer's Way
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way – off Russell's Way

Many thanks go out to school personnel, especially custodians for their hard work in setting up and taking down the polling places and being available while polls are open. We are grateful for Police Officers who maintain a presence at the polls, to protect the integrity of the election process, a role that is so often taken for granted, because they do it so effortlessly. To ensure timely delivery of ballots to the polls, we know that we can always count on Kurt Franz. Election Officers work long hours to bring election day to the voters at the polls. Regardless of turnout, they spend the better part of 7.5 hours (working in two shifts) ready to assist voters at all six precincts.

Civic Engagement
Many thanks to the League of Women Voters in town. They have taken on the task of banner lettering and hanging before every town meeting and election and provided us with "I voted" stickers that voters wear proudly on election days. Many League members have helped us recruit election workers and some work at the polls. Alongside Town Meeting Forums and Candidates Nights, few communities are as lucky as Westford to have such positive energy focused on civic engagement.

Students in Heather Carney's Political Science class held voter registration sessions at Westford Academy to promote civic engagement among the youth of Westford.

Vital Statistics
Vital statistics are reported on a calendar year basis. The table that follows shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to the time of incorporation. Early records are available on microfilm at the J.V. Fletcher Library.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Births	229	183	170	158	144	156	153	124	142	175	134
Marriages	49	75	65	65	53	69	54	68	63	59	81
Deaths	147	133	137	145	153	145	166	162	139	148	166

At the Counter

In addition to issuing certified copies of vital records and dog licenses, the Town Clerk's office is responsible for filing applications and decisions made by the Planning Board and Board of Appeals. The Town Clerk's office works closely with the Permitting office to ensure that information is properly filed and available to the public as soon as possible.

The Town Clerk's office issues several types of licenses that are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last several years are listed below.

Item	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Notes
Bulk Stickers	2,616	1,239	1,807	1,954	2,070	2,478	3,193	
Business Certificate	158	142	124	121	148	138	121	
Dogs	2,353	2,400	2,481	2,452	2,513	2538	2,626	Calendar year
Flammable Storage Registration	37	38	38	41	41	41	41	Calendar Year
Notarizations	423	390	475	578	502	469	743	
Raffle Permits	11	5	13	10	8	7	8	
Certified Copies of Vital Records	1,110	1,183	1,108	1,180	1,088	1,117	1,276	

Selectmen's Annual Licensing
Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2010	2011	2012	2013	2014	2015	2016
All Alcohol Club	7	7	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2	2	2
All Alcohol Restaurant	15	16	17	21	21	21	21
Beer & Wine Package Store	3	3	4	5	5	5	5
Beer & Wine Restaurant	1	2	1	1	3	3	3
Common Victualler	40	44	44	57	57	58	54
Automatic Amusement	198	102	97	90	90	90	90
Class I New Car				1	1	1	1
Class II Used Car	7	9	9	9	9	10	9
Class III Junk Car	1	0	1	1	1	1	1

Meetings
Meetings of governmental bodies are open to the public and handicap accessible. Executive sessions are allowed under the Open Meeting Law for reasons that must be stated in the agenda. Meeting agendas are posted on our website and at Town Hall in the back vestibule that is always open and accessible to the public. Agendas are posted at least 48 hours in advance of the meeting and may be emailed to townclerk@westfordma.gov. Minutes are available online through the Town's Document Management system www.westfordma.gov/dms and the Town Archives at the Town Clerk's office as soon as they are approved by the board/committee.

Boards and Committees
Over the many years of civic engagement in Westford, more than 334 committees have been formed to assist the town leaders in investigating options and reaching decisions. Westford resident Barbara Murch has been compiling this list of boards and committees and she is still finding committees! This list provides a fascinating birds-eye view into the shaping of the Westford that we know today. You can find more information about this list on the Town Archives webpage.

Civic involvement in Westford is still going strong thanks to the hundreds of residents who volunteer time from their busy lives to help continually improve this wonderful community. Committee membership is printed in the front of this book and is also available online at https://data.westfordma.gov/bc/. Boards and committees are subject to the Open Meeting and Conflict of Interest laws.

Appointment letters, oaths of office, open meeting and conflict of interest law acknowledgments are all preserved in the Town Clerk's Office and are carefully tracked by Marilyn Frank. Elected officials have the additional requirement of filing campaign finance forms. Board and Committee information is available online at https://data.westfordma.gov/bc/.

Volunteers
We are greatly indebted to our volunteers who take on time-consuming tasks in order to help us keep up with the work flow. Without them, we would be working nights and weekends to meet our census, dog license processing, election management and records preservation goals. Special thanks this year to Helen Fradette amd Emily Teller for their dedication and effort.

Preservation
Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

Bylaw Review Committee

David B. Chandler
Chair

Peter D. Dervan

Kaari Mai Tari
Town Clerk

Bylaw Amendments
The Bylaw Review Committee (BRC) reviewed a petition article to amend the town's General Bylaws by adding a Polystyrene Disposable Food Container Restriction. Following two meetings with the petitioner, committee members found them the bylaw amendment to be consistent in formatting with the Town's general bylaws. That bylaw was subsequently adopted by Annual Town Meeting on April 2, 2016.

Outreach
The BRC's webpage contains general information about the committee and links to the guidelines for proposing bylaw amendments and to town meeting timelines. The page can be accessed from the Town's website, www.westfordma.gov, under General Bylaw Review Committee. The committee may also be contacted through the Town Clerk's Office.

Membership
We are grateful to Peter Dervan for his service on the BRC and wish him all the best in New Hampshire.

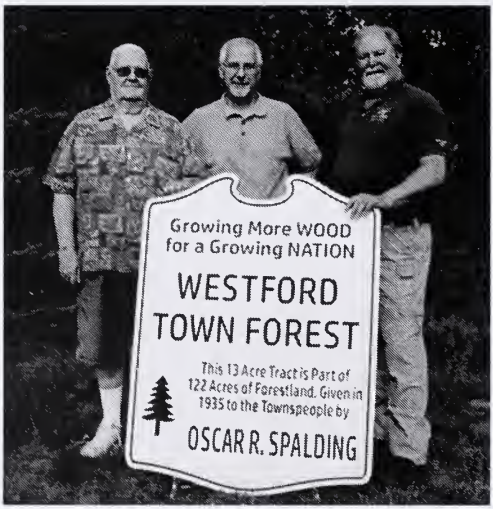
Town Forest Committee

Hugh Maguire
Chair

Richard (Chip) Barrett
Tree Warden

James Gozzo
Scrivener

The Town Forest Committee is the Town body responsible for the care, custody and management of the town forests. The Committee may also acquire forest lands on behalf of the Town. The Town Forest Committee is comprised of three members, each serving three-year terms, appointed by the Town Manager. The current members are Richard "Chip" Barrett, Hugh Maguire and James Gozzo. The Town Forest Committee is currently responsible for approximately 270 acres of forest lands scattered throughout Westford. The Committee's management goals are long-term to maintain and enhance forest health, improve wildlife habitat, provide recreational opportunities and protect both soil and water quality.



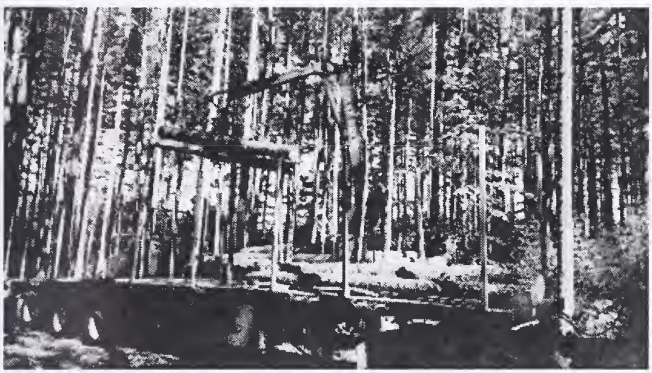
Town Forest Committee with the New Spalding Town Forest Sign

Forest Management

During FY16 the Committee undertook a forest management initiative for the two Spalding Town Forest parcels located at the intersection of Forge Village and Cold Spring Roads. These two parcels totaling about 13 acres were donated to the town by Mr. Oscar R. Spalding as Town Forests and were accepted at Annual Town Meeting on February 16, 1926. The Committee hired local licensed forester Leo Garneau of Northeastern Consulting Forestry Services, to conduct a survey and produce a long-term management plan for the parcels. While the forester was preparing the management plan, the Town Forest Committee initiated communications with the abutting neighbors, the Conservation Commission, the Historical Society and the trail stewards. The Spalding Forest parcels consist almost exclusively of mature white pines. The trees have grown to a density of around 400 trees/acre over the decades, which is about four times the ideal tree density. Too many trees of the same species put the forest at risk from species-specific diseases and pests. A forest consisting exclusively of mature trees result in a very dense forest canopy that prevents significant undergrowth which is needed for soil and water protection as well as improved animal habitat. A diverse forest is most beneficial to the environment and as animal habitat.

Thinning Operations Underway at Spalding

In mid FY2016, the Committee contracted with Axe Brothers Tree Service of Acton, MA to conduct a thinning operation of the Spalding Forest in accordance with the State-approved management plan. This activity will be completed during the late summer months of 2016 with a goal to reduce tree density to about 300 trees/ acre. The long-range management plan calls for the forest to be reevaluated in seven years to determine whether further thinning might be beneficial.



Preparing to Removing the Harvested Timber from the Thinned Forest

Thinning will be conducted during the summer months when the soils are dry and automotive traffic to/from Westford Academy will be at a minimum. The Town Forest Committee made arrangement with both the Water Commissioners and the Board of Selectmen so that forester access into and out of the forest parcels will be off the main roads in order to minimize impacts to traffic.

Thanks

The Town Forest Committee thanks the Westford Trail Stewards and Bill Harman for their ongoing trail maintenance efforts which help to encourage visitors to make use of our beautiful forests. We also thank the Highway Department for their help in caring for our town forests. And we appreciate the ongoing cooperation with the Town Manager, the Water Commissioners and the Board of Selectmen in supporting our forestry management efforts.

If you are interested in more information about the Town Forest Committee and our ongoing activities, you are always welcome to contact us and to attend our meetings which are posted on the town's website and Town Hall bulletin board. We generally meet on a weekday mid-afternoon at the Highway Department conference room.

TREE WARDEN

Richard (Chip) Barrett
Tree Warden

The Tree Warden for the Town of Westford is also the Superintendent of Streets who reports to the Town Manager who in turn reports to the Board of Selectmen. Responsibilities include:

- The care and maintenance of shade and ornamental trees within the town right-of-ways
- The removal of dead or hazard trees within the town right-of-ways
- Emergency removal of storm-damaged trees
- Determines, with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determines the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds.
- Will remove, or cause to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Warden's jurisdiction

The Tree Warden maintained public shade trees predominantly in response to requests from citizens for service. In addition to maintenance work performed on these larger public shade trees, storm-damaged trees were routinely repaired to insure the long-term health of the affected trees.

Through the Tree Warden's office, along with the Town Forest Committee, we implemented and finished a silviculture project which included the thinning of the mature growth of standing trees on the Town Forest parcel located at Cold Spring Road and Forge Village Road. This project will help ensure the long-term health of this very important resource that we assist in managing.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager and the employees of the Town for their support, cooperation and assistance during the past year.

VETERAN SERVICES DEPARTMENT

Terry Stader, SCPO, USN (Ret.)
Veterans Service Officer / Veterans Agent

Mission Statement
The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

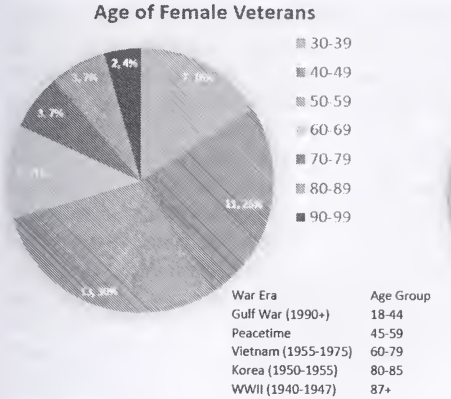
Programs and Services
The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford DVS administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108.

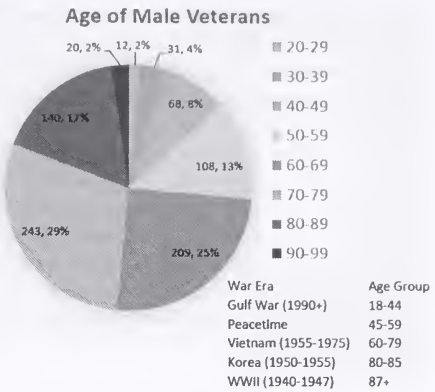
This department also assists veterans in applying for federal VA benefits, such as service-connected disability compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or who are housebound. Many times we are able to assist with locating jobs with our state partners at the Career Centers.

This office is usually able to assist veterans who are unable to locate their discharge papers. The Commonwealth of Massachusetts has an extensive archive of Massachusetts veterans and these discharge documents can many times be located quite quickly, usually the same day. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection. Expedited service is available for any immediate needs.

This office is not affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans' Services.

Summary
According to the 2016 Street Listings, Westford has over 985 veterans residing within our community (as reported by the residents). The listing also revealed the presence of 85 surviving spouses of veterans who are often eligible for benefits. The largest demographic group of veterans are Vietnam era veterans. Our World War II and Korean era veterans are right behind them in their numbers. With the military drawdown in Iraq, many of our area servicemen and women are returning to our community.





The area VA medical facilities have been ramped up to support them upon their return with special programs that address physical and psychological concerns encountered during their time in the service. We have some of the best VA medical centers in Boston, Bedford and Manchester which also host the community-based clinics that are scattered throughout New England. Our veterans are reporting excellent care from the VA.

During the last reporting period, the VA was paying over $35,000 every month in disability/compensation benefits to our residents. Close to 400 Westford veterans are using the area VA healthcare facilities.

In 2016, 182 resident-veterans with a service-connected disability received a MGL Chapter 59, § 5 Clause 22(a-f) exemption resulting in a total of $138,880 reduction of their property taxes.

In this reporting period, we handled several hundred inquiries from our veterans and their families. Many calls could be addressed with simple replies but a number of them developed into federal and/or state applications for benefits. We currently have a number of active Chapter 115 recipients who receive monthly financial assistance. In FY 2016, over $90,000 in Chapter 115 funds went to local residents who qualified for this benefit. 75% of this amount is reimbursed by the Commonwealth.

Thanks to our other town departments in coordinating services to the veteran community, making sure they are able to tap in to any of the resources available to them.

This office encourages every veteran to get enrolled and introduced to the medical services available to them via the VA healthcare system. While VA healthcare does not replace your "civilian" healthcare services it will supplement your existing coverage. In many cases, the veteran may have zero co-pay for meds. Some may get their hearings aids or eye glasses for free if eligible.

Thanks to our community volunteers and property-tax work-off workers, we have photographically documented hundreds of Westford deceased veterans' grave markers/ headstones in an online database.

Take a look at the website at data.westfordma.gov/vets. We continue to update this information on this site as well as the Find A Grave website, www.findagrave.com. Many gravesites are geo-marked so that those with smartphones can almost walk right to the veteran's gravesite. This is an ongoing project and far from complete but an ongoing effort.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Other volunteers are assisting our veteran population in other ways. Local veterans service organizations such as the two American Legion Posts (Posts 159 and 437) and the Veterans of Foreign Wars (Post 6539) that continue to serve their country in their efforts and programs to aid the local veterans. Interested volunteers should not hesitate to contact the Veterans Services office if interested in lending a hand.

This office works extensively with our local elected officials. We have working relationships with member of both the US Congress and Senate offices. We also work with our local state representatives on issues that can be addressed at that level. Your VSO is a member of Congresswoman Tsongas' Veterans Advisory Council which meets regularly to discuss veteran and military-related concerns and issues at the national and local level. We have tapped into both our federal and state representatives this year for their assistance in resolving issues with our local veterans and their families.

This year, we worked with State Representative Jim Arciero on creating a bill supporting housing for disabled veterans. The Veterans Home Act was passed and recently implemented so that disabled veterans who no longer penalized for receiving a VA service-connected disability compensation in their application for veteran housing opportunities. Additional housing support was included in the legislation for members of the armed forces as well as Gold Star families. Also included in this legislation allowing Veterans' Day as a paid holiday for business with over 50 employees. More information can be found at https://malegislature.gov/Bills/189/House/H4477

Half-staff notifications are being posted electronically on the Town's Calendar as well as many of the Westford-related websites. A notice posted at the base of the Town Common flagpole will indicate the reason for the flag at half-staff. We thank the volunteers who have offered to provide this service to our residents and visitors to the Town Common as well as the lowering of some of the flags throughout the town.

The American flags on veterans' gravesites are put in place before Memorial Day and then removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159. This policy was put in place so that the flags are not buried in the snow during the harsh winter months. Every attempt is made to honor a veteran in this way and once in awhile we miss a veteran grave or the flag is missing. Please do not hesitate to contact the Veterans Service Department to address this issue.

VSO Terry Stader encourages residents to follow the Veterans Services webpage found on the Town's website. Important information about veterans' benefits at local, state and federal level is posted in various formats at this site. Program information is available via many links, along with guides on how to apply. We also interact quite frequently on

Facebook and Twitter with important information.

The Veterans Services office is located at the Millennium Building located behind Abbot School at 23 Depot Street. We have expanded our office hours over the last few years, please check out our website for the most current information. Our department provides a walk-in, meet n' greet four-hour time slot every Thursday morning at the Cameron Senior Center to address the basic information on benefits.

In the next several months, we will be offering evening hours for those veterans or family members who might not be able to get to our office during the 8 am to 4 pm time frame.

Please check our internet presence at the following links:
Westford Veterans Services homepage:
www.westfordma.gov/394/Veterans-Services-Department

Westford Military Burial Index:
data.westfordma.gov/vets

Westford Honor Roll:
data.westfordma.gov/honorroll/

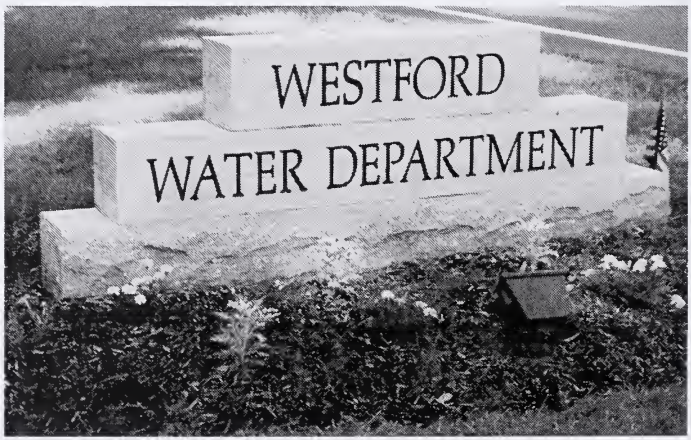
Facebook: WestfordDVS and Twitter: @WestfordMAVets

WATER DEPARTMENT

Board of Water Commissioners
Elizabeth Denly
Chairperson
Hugh C. Maguire
Vice Chair
Titus Palmer
Secretary
Chauncey Chu
Alternate
Stephen Cronin
Superintendent

The Westford Water Department employs a staff of 15 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. EPA and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners typically meets once a month. To have a topic added to the agenda notify the Business Manager no later than 48 hours prior to the meeting date. You can visit the Water Department's website at www.westfordma.gov/water for more information.

Water Department Staff
Stephen Cronin, Superintendent
Dave Crocker Operations Manager
Mark Warren, Environmental Compliance Manager
Larry Panaro, Business Manager
Foremen: Paul (Pip) Ricard, Wayne Beauregard
Licensed Well Specialists: Chris Macpherson, Rob Daley, Scott Harkins, Joe Emerson, Keith McLaughlin
Norm Silva, Utility Specialist
Ryan Valcourt, Utility Specialist
Lauri Plourde, Records Supervisor
Sandra Kane, Administrative Assistant
Dianne Tyman, Department Assistant



2016 Highlights
The final curb-to-curb overlay paving on the sections of Graniteville Road and Pleasant Street affected by the 2015 water main improvement projects was completed during the spring of 2016.

The Water Department purchased a valve maintenance trailer in FY 2016. Thousands of gate valves used to isolate portions of the distribution system for emergency or routine repairs are situated throughout the distribution system. In order to keep these valves operational they need to be exercised periodically. The new valve trailer allows us to efficiently conduct this critical system maintenance program.

The Nutting Road pump station received an upgrade through a replaced roof and a new coat of paint. Proper maintenance of the pump stations is crucial in providing a sanitary environment for housing critical water supply equipment.

Northeast /Merrimack Valley Chemical Consortium
The Westford Water Department was reaffirmed as the host community for the Northeast/Merrimack Valley Chemical Consortium in FY 2016. The Consortium is a collaborative of over 60 water and wastewater systems in Northeast Massachusetts and Southern New Hampshire that solicits bids annually for water and wastewater laboratory supplies, treatment chemicals, and services. Participation in the Consortium helps Westford secure competitive pricing on treatment chemicals and services.

Rain Barrel Sale
The Water Department partnered with Great American Rain Barrel of Hyde Park, Massachusetts for a rain barrel sale in 2016. Rain barrels can be connected to a home's downspout to collect rainwater for lawn and garden irrigation. These devices serve as an effective means to conserve water and to reduce storm runoff.

Infrastructure Improvement
- Repainted 650 fire hydrants
- Replaced 8 fire hydrants
- Added 6 fire hydrants

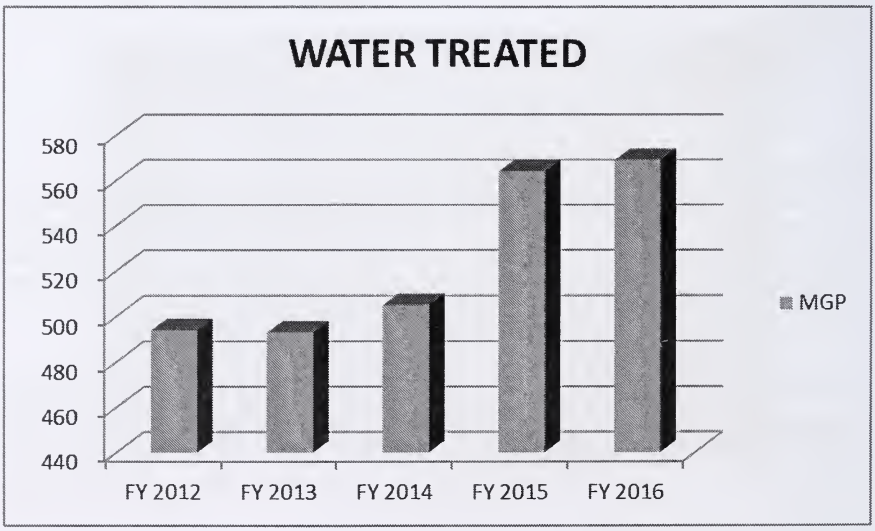
Perchlorate Investigation and Treatment
The Water Department continued its active role in the ongoing perchlorate remediation and treatment project including operation of the Nutting Road Perchlorate Treatment Facility, operation of the Highway Garage Perchlorate Treatment plant, and additional monitoring functions. The Water Department began collecting samples for perchlorate analysis from two newly-installed bedrock monitoring wells in FY 2016.

2016 Public Outreach
The Water Department continued its public outreach efforts in FY 2016 which included the biannual newsletter "InFLOWmation", and the annual Consumer Confidence Report (CCR) which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes. Outreach efforts also included the grade 5 water pollution demonstrations and Pond Study during the June East Boston Camp program.

Treated Water Usage at a Glance
Million Gallons Pumped ("MPG")

Month	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
July	80.253	78.205	62.822	71.985	70.373
August	58.874	57.858	61.668	65.421	73.594
September	43.094	46.396	53.259	57.752	73.257
October	34.001	33.056	41.826	37.514	42.269
November	27.622	27.576	29.726	29.830	33.141
December	30.281	29.133	32.192	31.994	32.951
January	30.104	28.438	30.235	32.455	30.303
February	28.401	26.192	26.857	31.565	28.519
March	31.090	28.822	29.524	36.303	30.354
April	36.397	32.103	32.398	36.678	32.469
May	41.743	52.902	41.390	67.810	47.805
June	51.962	51.930	63.380	64.625	74.311
Total	493.823	492.614	505.280	563.934	569.346

Note: The fiscal year (FY) runs from July 1 through June 30



WATER DEPARTMENT – CONTINUED

Water Department Statistics

Total System Water Storage Capacity = 4.85 Million Gallons

FY 2016 Number of

Total Water Dept. Fire Hydrants	1,060
Total Miles Water Main	136
Total Active Accounts	5,539
Water Main Breaks and Repairs	9
New Service Connections	31
Total Miles Water Main Added	0.6
Total Active Service Connections	5,362
Service Leaks Renewed or Repaired	15

Note: Calendar year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

A service renewal is replacement of the line from the main to the customer meter. A service leak is located within the line from the main to the customer meter.

Zoning Board of Appeals

The Zoning Board of Appeals (BOA) typically meets on the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public.

There are three active lawsuits involving the BOA as of June 30, 2016. Two relate to the Newport Materials, LLC and 540 Groton Road, LLC application for a proposed asphalt plant, while a third involves a modification to a seasonal cottage at Summer Village.

Throughout Fiscal Year 2016, the BOA held 12 regular meetings, one executive session, one special meeting and considered 39 applications, with some of the applications consisting of multiple petitions. Some examples of requests included the following:

- Variances for additions to homes and businesses that do not meet setback standards
- Variances to allow uses not otherwise permitted by the Zoning Bylaw
- Variance to authorize a multi-family dwelling
- Variance for a reduction in parking requirements
- Special Permits for changes or demolitions of nonconforming dwellings
- Special Permits to create Accessory Dwelling Units (ADU) or Home Occupations
- Special Permits to change or expand nonconforming uses or structures
- Variances authorizing reductions to ADU and Home Occupation standards
- Modifications to prior approvals

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

James Kazeniac
Clerk

Jay Enis
Paul MacMillan

Associate Members
David Earl
Scott Fitzgerald

Staff
Chris Kluchman, FAICP
Director of Land Use Management

Jeffrey Morrissette
Town Planner, Zoning Board Staff

Danielle Evans, AICP
Assistant Planner

Erin Toothaker
Permitting Program Assistant

Board of Appeals decisions issued between July 1, 2015 and June 30, 2016:

BOA Petitions	Approved	Denied	Withdrawn
Variances*	52	0	1
Special Permits**	19	0	1
Modifications	1	0	0
Comprehensive Permits (40B)	0	0	0
Administrative Appeals	0	1	0
Totals	**72**	**1**	**2**

*Summary of Variances Granted:
4 Use
3 Parking
34 Setbacks (10 Front Yard, 13 Side Yard, 11 Rear Yard)
3 Frontage
2 Lot Area
2 Accessory Dwelling Unit Criteria
3 Home Occupation Standards
1 Other

**Summary of Special Permits Granted:
1 Collocation of a Personal Service Wireless Facility
3 Accessory Dwelling Units
2 Home Occupations
12 Nonconforming Uses or Structures
1 Other

Additionally, the BOA updated some of their application checklists and offered favorable comments on a proposal to amend the Zoning Bylaw relative to Residential Kitchens for Home Occupation Permits.

Who are the Board of Appeals?
The Zoning Board of Appeals is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford's Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The BOA plays a role in regulating land use and development in the Town by hearing applications for relief from the standards in the Town's Zoning Bylaw through variances, and special permits as well as review of certain uses or activities, appeals of decisions of the Building Commissioner and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

Web Page
westfordma.gov/295/Zoning-Board-of-Appeals

Directory of Town Departments

Department	Address	Office Hours	Main Phone
Assessors Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	*Contact Police or Fire Dept to be connected to an Emergency Management Director*		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/ Treasurer	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Street P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm Fri 1pm - 5pm Sat 10am - 5pm Sun 2pm-5pm (Jan-April)	978-692-5555
Museum	2-4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-4pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	35 Town Farm Road	M-F, 8am-4pm	978-692-5532

DIRECTORY OF TOWN DEPARTMENTS – CONTINUED

Department	Address	Office Hours	Main Phone
Tax Collector	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 East Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext.1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm TH, 8am-12pm@ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

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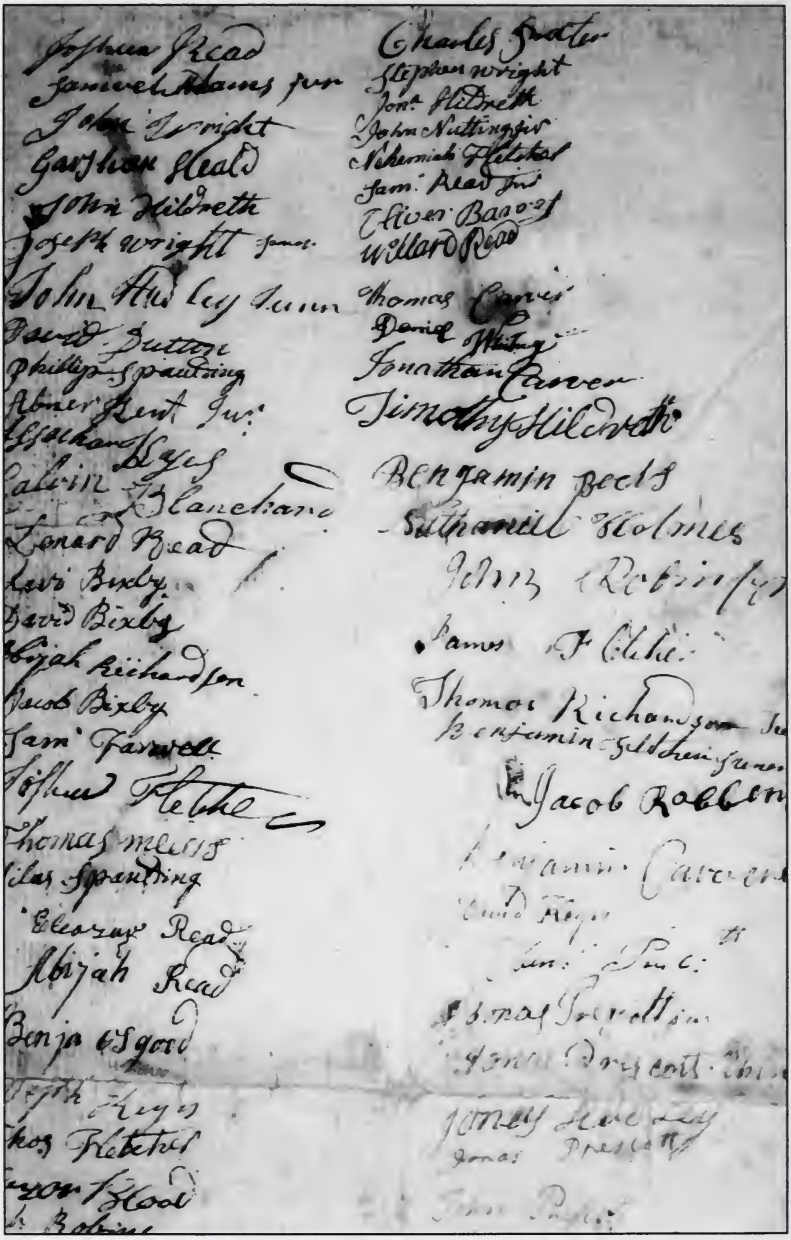
Westford
at a Glance

Incorporated	September 23, 1729
Population (2010 census returns)	21,951
Miles of Road	167.27 miles (approximate)
Total Area	30.2 square miles
FY16 Tax Rates	
Residential & Personal Property	$ 16.30 per thousand
Commercial & Industrial Property	$ 16.40 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	www.westfordma.gov